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71 Years (See Photo No. 3)
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1875 Dallas Trans. & Term. Warehouse Company

68 Years (See Photo No. 4)
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1875 First Natl. Bank in Dallas

68 Years (See Photo No. 5)
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(Successors to J. M. Colville & Son)
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50 Years (See Photo No. 12)
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47 Years (See Photo No. 13)
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Established

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44 Years (See Photo No. 14)
Plumbers

1900 John Deere Plow Co.

43 Years (See Photo No. 15)
Agricultural Implements

1903 Dallas National Bank

40 Years (See Photo No. 16)
Banking

1903 Acme Screen Co.

40 Years (See Photo No. 17)
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40 Years (See Photo No. 19)
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1904 Atlas Metal Works

39 Years (See Photo No. 20)
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1908 Stewart Title Guar. Co.

35 Years (See Photo No. 21)
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34 Years (See Photo No. 22)
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34 Years (See Photo No. 23)
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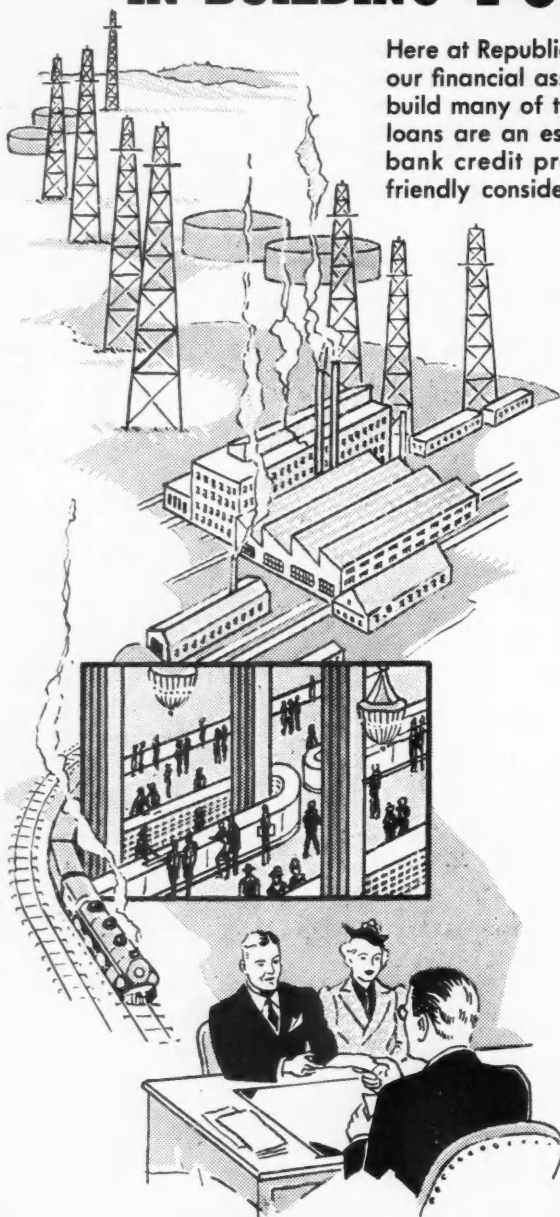
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DALLAS

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GORDON C. BROWN Editor
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CONTENTS

	Page
Post-War Planning for a Better Dallas By EDGAR L. FLIPPEN, Board Member, Dallas Chamber of Commerce	6
Business Working for Own FIFTH FREEDOM By PAUL CARRINGTON, Past President, Dallas Chamber of Commerce	7
What Is Profit? (A Grandfather Replies to His Grandson) By FRED I. KENT, LL.D., President of the Council, New York University	8
For Post-War Dallas—NEW INDUSTRIES By NATHAN ADAMS, Chairman, New Industries Committee	9
Business in the AMERICAN WAY By J. B. O'HARA, President, Dr. Pepper Company	10
Dallas Industry to Beat SWORDS INTO PLOWSHARES By JOHN E. MITCHELL, JR., President, John E. Mitchell Company	11
Municipal Plans Made for CITY OF DALLAS By V. R. SMITHAM, Acting City Manager of Dallas	12
Return of Peace to Bring HOME BUILDING By HUGH E. PRATHER, President, Dallas Real Estate Board	13
WINGS OVER DALLAS By M. J. NORRELL, Vice Chairman, Aviation Committee	14
BUSINESSMAN'S QUIZ on Steps to Be Taken in Post-War Planning	15-17
For Post-War Dallas—THE TRINITY CANAL By JOHN M. FOUTS, General Manager, Trinity Improvement Association	18
Post-War Dallas to Be GREAT MARKET By CHARLES A. MOORE, President, Dallas Manufacturers and Wholesalers Association	19
Post-War Dallas to Bid for WORLD TRADE By HAROLD M. YOUNG	20
A Time-Proved Formula for RETAIL TRADE By LOUIE N. BROMBERG, President, Dallas Retail Merchants Association	21
Statistics Chart Dallas' Growth	22
Eighty-Nine Business Concerns Locate in Dallas	23
Chamber Distributes Membership Emblems for 1943	25

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Post-War Planning . . . For a Better Dallas

BURDENED as we are with the immediate problems of the war, there is little wonder that we shrink from the task of post-war planning. Viewed in the scope of its limitless complexities, it is exasperatingly like a tangled skein of yarn—a task that is easy to put aside until “tomorrow” in the hopeless hope that when the post-war era arrives our problems somehow will have solved themselves.

In Dallas, as throughout the nation, there is an element of our citizenship which advocates postponement of post-war planning on the theory that we should first win victory before considering the problems which will confront us in peace. Sincere as this argument undoubtedly is, we believe it is fallacious reasoning. The men who advocated, two and three years ago, that the United States refrain from fortifying our Pacific bases were unquestionably sincere, but subsequent events have proved the narrowness of their thinking. Depressing thought that it is, a part of the United States might even now be overrun by the troops of a swaggering, cruel “master race” had we, as a nation, allowed their advice to prevail in its entirety.

Certainly we must do our utmost, now and until the war is over, toward winning victory. We must win it decisively, and as quickly as possible. But we would find it to be a hollow victory, indeed, if, after it were won, we found that because of lack of planning our peace were blighted by unemployment and scarcity—another Great Depression with its frantic and costly “second-guess” planning. The people of America, and of Dallas, have a right to expect and receive something better than that as the recompense of their war anguish and sacrifice and as the reward for their victory.

To await the return of peace for planning to begin on our post-war era would be as futile, and as devastatingly costly, as it would be for our generals at the front to delay until the moment of attack the preparation of their strategies and the disposition of their troops and guns. Dallas has too much to gain—or lose—in the post-war period for us to remain either apathetic or dilatory toward the problems incident to our transition from war to peace.

In as little as five or ten years following the close of the war, the world—and Dallas—will have undergone vast, revolutionary transformation. The element of *change* will have been at work with a force accelerated far beyond that which we have ever seen. Our mode of life, influenced by the great scientific discoveries of recent years and those which will come during the post-war period, probably will undergo changes as great as those occurring between the last world war and the one in which we now are engaged.

Such transformations as the future holds cannot but offer great opportunity for those with vision, courage and enterprise. The reverse holds true for the sluggard and the procrastinator—man or city.

Dallas must share to the utmost in the world's new renaissance.

Dallas must make a plan—a good but flexible plan—for the post-war period, and then we must put that plan into *action*.

We know what we want—peace and prosperity and all of the things that we, as Americans, expect as the natural accompaniment of peace and prosperity.

How may we achieve these things? That is our problem; that is why we must plan. First, we must analyze, carefully and scientifically, the many factors which are involved in the post-war period, and this must be done with full consideration for our advantages and disadvantages and to the potentials of our natural and human resources.

Into the master plan for post-war Dallas should go many smaller plans: The plans of individual types and kinds of business and activity, and into these the plans of individual concerns and institutions.

Then these plans should be *activated*, with each phase of the program being put into operation as opportunity presents itself.

The planning and activating of such a program, however, cannot be a one-man job, nor a job for a dozen or a hundred men. Of course it will require leaders—good leaders—but in the whole it is a community job in which all Dallas must participate not only with moral support but with studied thought and active work.

Let us begin fashioning the “Dallas Plan” now. Let us concentrate on the post-war problems of Dallas. If we can and will do this with complete devotion to our objectives, our efforts will have contributed immeasurably to the forming of a brighter future for the state, the nation and the world as well.

Edgar L. Flippen

Member of the Board of Directors,
Dallas Chamber of Commerce.



MR. FLIPPEN

BUSINESS WORKS FOR OWN

FIFTH FREEDOM

By PAUL CARRINGTON

Northeast Texas District Chairman,
The Committee for Economic Development

*Organizations
Formed to Make
Post-War Plans*

AMERICAN businessmen feel that the ultimate objectives of this war are the preservation of what they like to talk about as "the American" way of life. This means to them more than the Four Freedoms that our President has emphasized. It means, in addition, a fifth ob-



MR. CARRINGTON

jective, "Freedom of Enterprise." Second in importance only to the winning of the war, itself, the business leaders of America are convinced that in the days to follow the war, our economy must continue to be free for private businesses, subject of course to reasonable government regulation, but not subject to government regimentation. Businessmen of Dallas are naturally desirous of doing all they can toward accomplishing such an objective.

With the idea that private businesses of America should sponsor an organization for such a single objective, Secretary Jesse Jones called together several months ago a group of business men. From that first meeting, there has developed a single-purpose organization known as "The Committee for Economic Development." This organization, sponsored by industrial corporations of America and self-financed, is devoted solely to making plans now for a transition of American business from a war to a civilian economy. In pursuit of its goal it has the assured cooperation of almost every governmental agency concerned with the problems of post-war economy, though completely independent of each of them.

The organization of the Committee for Economic Development is being planned on a national basis. Its chairman is Mr. Paul G. Hoffman, president of the Studebaker Corporation of South Bend, Ind.; its vice chairman is Mr. William Benton, vice president of the University of Chi-

cago. Its board of trustees is composed of eighteen from various portions of the country; among these are Mr. Eric A. Johnston, president of the United States Chamber of Commerce, from Spokane, Wash.; Mr. Charles R. Hook, past president of the National Association of Manufacturers; Mr. W. L. Clayton, of Houston, Texas; and Mr. Reagan Houston of San Antonio, Texas. Executives of corporations transacting business in Dallas who are also members of this board of trustees include Mr. Harrison Jones, chairman of the board, The Coca-Cola Company; Mr. Charles F. Kettering, vice president, General Motors Corporation; Mr. Clarence Francis, president, General Foods Corporation; Mr. M. B. Folsom, treasurer, Eastman Kodak Company; Mr. Jay C. Hormel, president, George A. Hormel Company; and Mr. John Stuart, chairman, Quaker Oats Company. A regional director for each of the twelve federal reserve districts has been appointed by this board, the regional chairman for the Dallas area being Mr. E. L. Kurth of Lufkin, Texas. These twelve regions are being divided into districts, there being from 135 to 150 districts over the United States; the Dallas district comprises some twenty-odd counties in Northeast Texas. Local committees are to be formed in each of these districts.

The United States Chamber of Commerce, the National Association of Manufacturers, and many other organizations are making plans for meeting post-war problems. That a single organization should, however, be created to undertake the job of planning for the employment in private industry of those now so employed and other millions of war workers and returning soldiers, has the enthusiastic approval of all of these other organizations. Their complete cooperation is assured. In the same way in each of the business centers of America it is confidently believed that public and private agencies making plans for post-war development will cooperate with and assist in the work to be done by the local

Committees for Economic Development in this single limited field.

In Dallas and in the other cities of the country, the formation of this separate committee is not intended to supersede or conflict with the work of existing organizations. It is confidently believed, however, that if Dallas businessmen can make their plans for providing employment in private industry after the war, in an organization devoting itself entirely to this single objective and in common with businessmen in other cities having this same objective, results can be attained that could not possibly be attained in any other way. The units of business in the United States at this time are approximately 3,100,000. Most of the units now engaged in business in a large number of states and on a large scale basis have already become interested in this work. Through planning on a local basis and reaching conclusions in each locality appropriate for it, it is hoped that more than two million of these units of private enterprise will have been enlisted in this movement by the end of 1943. If so, then American business can hope to speak with a single voice on this all-important subject and to put into effect a program which will, upon the conclusion of the war, offset the eighty-five billion dollar production of war materials, with an equivalent output of peacetime goods and service.

On a national scale, the Committee has established:

A FIELD DEVELOPMENT DIVISION, of which Mr. M. B. Folsom, treasurer of Eastman Kodak Company, is chairman; it will work with local committees, when organized, with reference to their numerous problems.

A RESEARCH DIVISION, which has enlisted, under the chairmanship of Mr. Ralph Flanders, president of Jones & Lamson Machine Company, a group of successful businessmen and distinguished economists, for the purpose of making studies available for local committees

(Continued on Page 32)

WHAT IS PROFIT?

In recent years it has become the fashion in certain circles to speak disparagingly of the "profit system," which has formed the basis of the American way of life since colonial times.

It was quite natural for a student in one of our eastern schools to be puzzled, and to turn to his grandfather and ask him to explain "just how there can be profit that is not taken from the work of someone else." The grandfather's

reply, by Dr. Frederick I. Kent, is reproduced here with the permission of the New York State Economic Council, Inc. Dr. Kent, formerly a bank executive, was director of the division of foreign exchange of the Federal Reserve Board, having in charge the international exchanges for the U. S. government during the first World War. For many years he has been president of the council of New York University.

By Fred I. Kent, LL.D.

President of the Council, New York University

MY DEAR GRANDSON:

It is a very great pleasure to me to know of your interest in economic problems and the methods which prevail that enable men and women to make their living. The question which you asked me about profit is very intriguing and I will try to answer it as simply as I can.

As density in population increases and competition for the means to live becomes greater among the people, it is quite natural that questions of profit have a growing place in the minds of men. The pioneer was not interested in the profits of others because he was not in competition with them in providing for his living and such luxuries as he may have been able to obtain, meaning things that are not strictly essential in the maintenance of life.

When, however, communities began to be formed and comparisons as to the means of living of different members of each community were made, questions of profit took a larger and larger place in the thoughts of the people. Jealousy and envy then began to play their part, as well as proper questions aimed to measure the fairness of the relationships that existed between individuals. Envy that arises because others seem to have more of the good things of life leads to careless thinking that becomes destructive in character. The reasons that make it possible for some to have more than others are so clouded under the pressure of envy that those who are affected by it do not see that betterment in life for all cannot come by taking from others, but must arise in a fair world through building for self. To the envious, profit for others, not for themselves, is mistaken for loot. Loot is the result of theft and theft is taking something from others. But profit is the result of enterprise and proper enterprise does not take from others, but builds for others as well as for the enterpriser.

Let us follow this thought a little and see why true profit does not take from others but does benefit others. The simplest place to start in such consideration would seem to lie in a

primitive community, say of one hundred persons who are non-intelligent beyond the point of obtaining the mere necessities of living in the hardest way, which takes all of their time.

Our primitive community of one hundred persons (the family organization does not matter for our first consideration) lives at the foot of a mountain. These persons must have water to live. There is no water, except at the top of the mountain, where there is a spring that falls inside of the mountain. Every day, these one hundred persons have to take such receptacles as they can find and climb to the top of the mountain to obtain the water that they must have in order to live. It takes them one hour to go up the mountain and back. They do this day in and day out until finally one of the hundred notices that the water from the spring at the top of the mountain always goes down inside of the mountain in the same direction that he goes when he returns to the foot of the mountain. Finally he conceives the idea of digging out a sort of a trough in the mountain side all the way down to the place where he has his habitation. He works upon it as the days go on and the other ninety-nine are not even curious as to what he is doing.

But finally after he has dug out a sort of basin at the bottom, he turns a small part of the water from the spring into his trough and it runs down into the basin. Then he says to the ninety-nine that it takes them one hour to go up the mountain and back to get their water, that if they will each give him what they produce to enable them to live that takes ten minutes of their time, he will give them water from his basin without their having to climb the mountain. He will then receive 990 minutes of the time of the other men each day. This will make it unnecessary for him to work 16½ hours a day in order to provide for his necessities. He is making a tremendous profit but it has given each of the ninety-nine fifty additional minutes each day for himself.

Now, this man having 16½ hours at his disposal spends a part of his time watching the water come down the mountain into his basin as he is curious about it. He sees that it pushes stones along and pieces of wood and other things. He develops a water wheel, then notices that it has power and finally after many hours of curiosity and contemplation and work in broadening his trough here and there, he makes use of a water wheel to provide a small mill to grind his corn.

He then sees that there is sufficient power to grind corn for the other ninety-nine. He says to them, "I will allow you to grind your corn in my mill if you will give me for my own use 1/10 of the time that you save through the use of my mill." This man is now making additional profit and he uses this time of the ninety-nine men to build a better house for himself and to increase his conveniences of living through new benches, openings in his house for light and air and better protection from cold. So it goes on and this hundredth man is constantly seeing ways to save the ninety-nine men from having to carry out burdensome necessities in living except

(Continued on Page 26)

FOR POST-WAR DALLAS

NEW INDUSTRIES

By Nathan Adams

Chairman, New Industries Committee

MOST pronounced of all business trends in the last decade has been the regionalization of American business. In every major geographic division important distributing and manufacturing centers have been developing, built around locally-owned wholesale houses and manufacturing plants, more recently vastly augmented by the establishment of regional branch plants by great national concerns. Prior to 1940 the nation was well on the road to complete decentralization, to the extent that national coverage from a single point of manufacture or distribution, except in rare cases, had all but vanished.

Widespread conversion of industry from peacetime goods to war production interrupted the decentralization trend. With the return of normal conditions, however, it is certain to continue with accelerated speed. There are several reasons:

First, huge defense industries have been located in regions hitherto largely agricultural. These plants have trained thousands of workers new to industry, caused considerable shifting of population, created large new power resources, and have thoroughly demonstrated that production costs are no higher, and frequently lower, than in the long-established industrial areas.

Second, needs of defense plants have made it impossible for peacetime industries to make normal replacements of equipment or extensions of plant capacity. Many of these plants have become or are becoming obsolete, and capacity for producing peacetime goods is falling far below the nation's needs.

When normal conditions return it will be necessary for the nation's industrial structure to undergo thorough reconstruction. This logically will take the form of regional branch plants, each so located

as to serve a well-defined sectional market. Such plants will find an abundant supply of skilled workers, trained in defense plants in hitherto non-industrial areas, large power reserves, vastly better labor conditions, and many other factors contributing to lower production and distribution costs through regional operations.

No city in America is better situated to benefit from post-war decentralization of industry than Dallas. No section of the nation offers greater opportunity for industrial development than the Southwest. Dallas serves an area that represents in population and income one-eighth of the national market, yet it manufactures less than 20 per cent of the goods it consumes.

Much of the industrial development of the early years of the post-war period must necessarily come from the expansion or relocation of big national concerns. Dallas already has some 2,500 branches of these firms, including a great many sales offices, distributing branches and some 150 branch factories.

Contacts are being made as rapidly as possible with all of the big national concerns already represented in Dallas with branches, in an effort to bring about post-war expansion of existing manufacturing plants and the conversion of sales and distributing branches into regional manufacturing units when these big firms reconvert to peacetime production.

Most of these large industries have already functioning post-war planning committees. These committees are studying markets, analyzing production and distribution costs, and preparing for complete reorganization of their production and distribution facilities when the war is over. Information about Dallas, its trading area and its facilities for manufacturing and distributing to Texas and adjacent States, is being placed in the hands of these executives now so that this city may receive their consideration in their post-war planning.

Dallas is at the center of one of the fastest-growing markets in the nation, with greater possibilities for the future

than any other regional market.

When the war is over Dallas will have many advantages to offer industry, one of the chief of which will be its large supply of well-trained, efficient labor. War industries in Dallas have trained many thousands of men and women, most of them wholly new to industry. Already these workers have established outstanding production records. All the larger plants have won the Army and Navy E in record or near-record time.

Dallas labor has proven itself intelligent, loyal, eager to learn, easily trained, highly productive. At equal wages, unit costs in Dallas war industries are far below national averages. No disputes have marred delivery schedules. Many plants are open shop. All labor has been immune to radical influences.

Many of these workers are expected to continue in their present jobs when the war is over. Many thousands, however, will be available to new industries badly needed to supply this market.

Population growth throughout the Dallas area has been phenomenal, as have been increases in buying power and sales volume. Most of these gains are expected to be permanent. The discovery and development of national resources to meet the wartime needs have produced important new sources of raw materials for industry, many of which have never before existed in this area, including iron and steel, aluminum, magnesium, tin, and numerous chemicals.

Demands of war plants have caused expansion of power facilities, providing large new sources of energy for post-war industries, at rates that compare favorably with any other industrial section.

Another source of our industrial development in Dallas after the war should be the expansion of existing locally-owned industries and the conversion of many of our wholesale houses into manufacturing plants. Existing industries should now be planning new products and new methods for post-war conditions, and many of our wholesalers and distributors might profitably manufacture the goods they are now buying in other sections of the country, shipping to Dallas in carlots and redistributing to this area.

On the whole, the outlook for post-war industrial expansion in this area is encouraging. To benefit from the opportunities that will exist, however, careful planning must be done now to meet the terrific competition for peacetime business that will immediately follow the successful conclusion of the war.



MR. ADAMS

BUSINESS IN THE AMERICAN WAY

By J. B. O'Hara

President, Dr. Pepper Company

*Free Enterprise
Must Prevail
After War*

THE open record of American industrial development proves beyond question the soundness of free competitive enterprise. Through its fair and practical application, we have become the world's greatest industrial nation, and through its benefits we have achieved the world's highest living standards.

The transition from our free enterprise economy to one of total war or government control is now almost complete. That is as it should be. It is part of the grim business of war. Nothing matters now but victory.

But after peace, what? That is a question that stirs every American. What kind of world will we have—what kind of a country—will we have full employment or must we face the certainty of a post-war depression?

We have heard much about government controlled and planned economy in recent years. But this is the first time we have had an opportunity to examine the real thing. This is the first time we have had to live with and under it.

The experience is making up the minds of 133 million Americans on the kind of a post-war America they intend to have. They're putting up gladly with all sorts of restrictions on what, where and how they work—what they eat and wear—a 'round the clock regimentation of their lives.

But when the war is over they'll want the freedoms they used to know. They'll refuse to live according to ration cards or be governed by bureaucratic directives, orders and rulings. They'll want freedom of choice in all things, spiritual and material. And that will mean the removal, as soon as possible after peace, of wartime controls over the people and the people's enterprises.

Freedom of choice can exist only when competitive enterprise is free to produce

more and better goods and services for that choice.

The more abundant life for more people—security, jobs for everyone willing and able to work—these are the prime post-war concerns of Americans. The more abundant life and security depend upon full employment; full employment depends on production and production is the job of free competitive enterprise.

Scores of agencies—official and unofficial—and groups are studying post-war problems and advancing solutions. Many of these solutions are based on the fear that private enterprise will never be able to supply all the jobs necessary. The conclusion is that government must take up the slack by huge spending projects and "made work."

Sounder planning is that which is based on steps to lift the unnecessary restrictions on business and make it possible for individual enterprise to provide the full employment which is the goal of all the planners.

Post-war prosperity depends on four basic factors—purchasing power, demand for goods, productive capacity to meet the demand and an adequate labor force. Given those four factors, a sympathetic government, a cooperative public and full employment is assured.

At the end of 1943 we will have the greatest accumulated backlog of purchasing power in our history. There will be twenty-four billions of dollars of immediately convertible war bonds and another eight billions of dollars of potential installment credit in the hands of American consumers.

There will be the greatest demand for goods in our history. By December, 1943, there will be a deferred demand for ten million automobiles, for one million private houses, for twenty million radios; actually there is almost no limit to the amount of goods the public will want to buy and be able to buy in the post-war period.

We will have the greatest productive machine the world has ever known, ex-

panded in war, and ready to be converted to the ways of peace.

In a thousand research laboratories throughout industry are waiting myriad new metals, devices and products, ready for a peacetime world, and the pent-up wants of war-weary millions. There are horizons beyond the bluest horizons now within our view.

We will have, when peace comes, not only the greatest, but the most-skilled labor forces ever at our command. In December, 1940, our total labor force was 54,500,000. By the end of this year it is estimated it will be at least 62,500,000.

Millions of young Americans now in the armed forces have received invaluable training in trades and skills which will be available when they re-enter civilian life. Other millions of women, now engaged in war work, will swell the total of workers.

Add to this realistic domestic scene the rest of the world wrecked by the most destructive war in history, a rehabilitation job limitless in its possibilities for the utilization of American goods and services.

Against that background of facts, it is inconceivable that there should not be a job for everyone who wants one.

The visible demand for goods can and will keep even the tremendously expanded American productive machine working overtime for years into the future. The picture fairly bristles with job opportunities. Business which deals in hard facts and stern realities is justified in foreseeing America's most prosperous era.

The one cloud on the horizon is the possibility of needless restraints on either the demand for goods or the ability to produce for the demand. In truth, the demand for the products of American industry will be so great in the post-war era that the problem may easily be one of finding workers for jobs rather than finding jobs for workers.

It's all these favorable factors that lead

(Continued on Page 24)



MR. O'HARA

INDUSTRY TO BEAT SWORDS INTO PLOWSHARES

By John E. Mitchell, Jr.

President, John E. Mitchell Company

*Conversion Is
Big Task for
Era After the War*

AMERICAN industry has done a surprising job in the past two years. It has even surprised itself. It has attained goals which a few short months ago seemed almost fantastic. Yes, thanks to a war job well done, and done in the face of many trying difficulties, the prestige of American business is getting back to the high level where it belongs. People who were saying harsh things about industry a few months ago, are now according it their grudging admiration.



MR. MITCHELL

But all of these comforting thoughts must not blind us to the huge job waiting for us after victory. Beating our plowshares into swords was a big task. Beating our swords back into plowshares may be, at least for many of us, a still bigger task.

One of the big post war problems involves personnel. The absorption of war veterans into our manufacturing organizations, the wage and salary readjustments that will have to be made here and there, the training of workmen for entirely new jobs—these and many other personnel problems will confront the manufacturer when he prepares for peacetime reconversion. And what about women factory workers? Many of them have amazed us by their ability to handle factory jobs which hitherto have been regarded as suitable only for men. Will these women be forced to leave their new factory jobs when peace comes? Or will one of the results of this war be a much larger percentage of women workers in our factories, just as there are now vastly more women workers in our offices than there were only a few years ago?

Another big post-war problem involves government activities. It is hardly to be expected, although devoutly to be hoped for, that manufacturers will

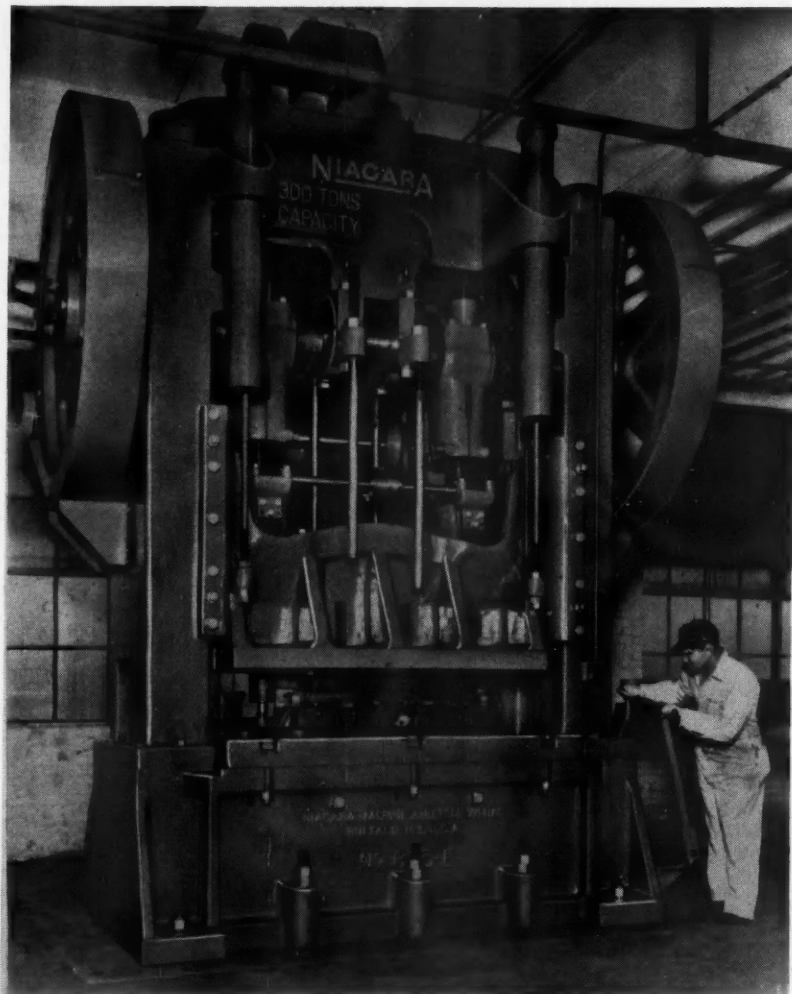
ever again enjoy the same opportunities for free enterprise as existed in this country as late as ten years ago. It is almost certain that after the war manufacturers will have to submit to much regimentation that will hamper their usefulness and fray their nerves. Certainly high taxes will be with us for years to come, making it difficult in active years to build up a surplus to help

us through the lean years that inevitably will follow.

One of the biggest of all post-war problems, and one of the most obvious, involves the utilization of vast quantities of new machinery now engaged in producing war material. Everybody is asking, "What will these machines do after the war?" We offer here a few

(Continued on Page 28)

Immediately after the war, thousands of machines now geared to the task of destroying the Axis must be converted, with their operating personnels, to production for peace.



ONE of the greatest lessons learned from World War II is the value of advance planning. Consider the success of the landing of allied troops in Africa. Plans for this event were made many months before actual landing operations were carried out. Another outstanding example of advance planning is the marvelous ship-building industry, which has emerged as one of the great achievements of World War II.

Dallas has long been a leader in planning and carrying out municipal activities. Dallas was the first municipality in Texas to adopt a zoning ordinance. Dallas was also the first Texas municipality to prepare a six-year planning program, in which annual expenditures were balanced against annual income. Each year this six-year program is revised and adjusted to fit existing circumstances and such emergencies as may arise.

Since Pearl Harbor construction work on this program has ceased because of



MR. SMITHAM

MUNICIPAL PLANS MADE FOR CITY of DALLAS

By V. R. Smitham

Acting City Manager of Dallas

lack of manpower and materials. But advantage is being taken of the lull in construction to revise the six-year plan and to prepare plans and specifications for a large number of desirable municipal improvements.

A comprehensive review is now being made of all the previous plans that have been made for Dallas, the original Kessler Plan of 1910, the revised Kessler Plan of 1920, and the Ulrickson Plan of 1927. This comprehensive review will form the basis of the Dallas Post-War Plan and there will be added to this plan such other desirable projects as a rapidly-growing city ordinarily requires.

Every city department will be asked

to submit lists of desired improvements so that the whole list can be properly coordinated and arranged by years for construction in the order of importance to the city as a whole and especially to the section in which the improvement is located. This last consideration is of vital importance because the improvement may be the incentive needed to spur on a section that has been backward in past growth.

The Dallas Post-War Plan will have as its prime objective the utilization of the labor of returning soldiers so that they may be put to work quickly and thus materially shorten any possible period of unemployment. The second objective will be to improve living conditions in the municipality generally, stabilize property values, eliminate slums, take care of bad drainage conditions, pave streets and alleys, install storm sewers, sanitary sewers, water mains, street lights, add public parks, both ornamental and recreational, and plant trees along many of our streets and boulevards.

All this will have to be done over a period of years, according to a plan which will consider the city's financial condition

(Continued on Page 29)

The No. 1 project for post-war municipal Dallas will be construction of Central Boulevard as a modern, safe thoroughfare linking North and South Dallas. A model of the boulevard is pictured here with some of the civic leaders who have worked in its behalf. Standing, left to right, are B. F. McLain, president of the Chamber of Commerce; V. R. Smitham, acting city manager, and J. G. Rollins, city public works director. Seated, left to right, are R. L. Thornton, president of the Citizens Council; Mayor Woodall Rodgers, former Mayor Joe E. Lawther, C. F. O'Donnell, R. L. Thomas, president of the Citizens Charter Association; John E. Surratt, one of the original sponsors of the project; Edward T. Moore, and former Mayor W. M. Holland.



RETURN OF PEACE TO BRING HOME BUILDING

By Hugh E. Prather
President, Dallas Real Estate Board

WHEN this great war is ended and enslaved nations have been unshackled; when justice, tempered by mercy has disciplined the pirate nations; when a lasting peace has spread her brooding wings over all of God's creatures, then and only then can we begin to build a new world, materially and spiritually. But we must begin to plan now, so when the "smoke of battle has cleared away" we can meet the pent-up demand for every kind of housing, amidst the most ideal surroundings that the ingenuity of man can possibly fashion.



MR. PRATHER

When private home construction has been completely stopped, except for small homes in certain localities for war workers, the demand piles up and up as surely as flowing water impounded by a dam rises where there is no outlet. Add to the constant and normal demand the great challenging flood of home-seeking from returned young soldiers who have never had a home of their own, and imagination runs riot in trying to picture the wild scramble which seems so surely ahead.

If this is a fair view of the post-war picture, then there is surely an almost tragic need for great speed and wisdom in working out comprehensive plans for every American city, whatever the size. These plans must surely take cognizance of the causes in our past poor planning which have resulted in quick obsolescence and blight.

In England and continental Europe it is not an uncommon experience to find lovely residential neighborhoods mellowed by age and use; the homes hallowed in the esteem of the owners as the birthplace of their fathers, and perhaps their grandfathers. One may recall where Louis Adamie in his unforgettable

story "The Native's Return" tells of his own ancestral home in Jugo-Slavia occupied continuously by his family for more than 600 years! Contrast this with the quick obsolescence of residential neighborhoods in America and we realize that something is basically wrong in our planning. Perhaps it is because most cities have had no planning at all.

To a certain extent the charm of our early American cities lingered on through many generations, in fact almost up to the dawn of our twentieth century. Then something happened which almost defies analysis. The cheap rococo architecture of the late eighties and early nineties with its many gabled, gingerbread scroll work ornamentation, obscured for a while the beauty of classic design and sound architectural usage, which is a heritage we cannot afford to cast aside. We can be thankful that this was a phase through which we quickly passed. Such phases we have seen in art, music and ballroom dancing. Suffice it to say we did emerge and in passing into a clearing atmosphere we gained a certain awareness that we wanted and would have something new and more beautiful in architectural design and landscape planning. If we are honest all experiences through which we pass merely contribute to the final satisfactory solution of our problems.

It is true that during the past forty years many beautiful residential sections have been developed throughout the nation; that architects, allowing simplicity and utility to be their chief objectives, have made great strides in creating many new home designs of lasting beauty and charm. But we have made little progress in clearing our cities of their slum districts, and not even a fair start has been made in reclaiming the blighted areas of our cities.

For many years the National Association of Real Estate Boards has put the greatest possible emphasis upon the necessity for planning in all its phases as it applies to the American City. The

Urban Land Institute, which is an organization set up by the National Association of Real Estate Boards, has for its purpose the study of the problems of any city desiring its help. Surveys have already been made of a number of our cities and great service has been rendered thereby. The Urban Land Institute will play an important role in post-war planning.

The problems of any city vary radically perhaps from those of another city, which compels the conclusion that a separate survey must be made for each city. No stock plan can be evolved which will fit the needs of every city.

Never before in the great history of our world has there been a period which has so stimulated and challenged the initiative and inventive genius of mankind. Science has completely changed our conception of many material substances, smashing atoms and breaking down matter into elementary values to re-assemble them as new foods, new plastics, new metals and new chemicals never before dreamed of, and putting to shame the alchemists of ancient days.

These astounding accomplishments should lift the curtain on a new era when cities will be planned with a view to beauty as well as utility; when former blighted areas will be reclaimed for the common good, as parks, playgrounds, sites for civic centers, auditoriums, museums, schools, great new apartment districts, all within walking distance of the center of the new city. The tremendous number of new homes to be built will give employment constant and continuous to all who wish to be gainfully and pleasantly employed.

Not only will the city of the future require superb planning by our best plan experts, but also by our young and imaginative architects who will use our new materials in designing new, beautiful and (let us hope) enduring homes.

In reclaiming blighted areas the services of experienced real estate men will be indispensable. The Real Estate Board and the individual real estate man will be called upon to appraise every parcel of property to be acquired—all property so acquired and redeveloped must be revalued. Planning, development, building and management will require the best talent in the real estate profession. The city will doubtless welcome the counsel and advice of the real estate fraternity in all such transactions.

(Continued on Page 25)

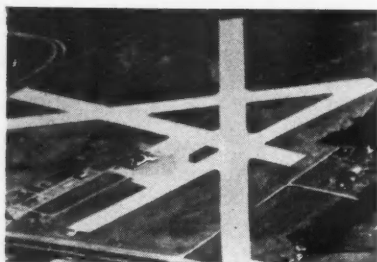


TOMORROW will belong to those who see and understand its possibilities, who accept and carry through its responsibilities, who are willing to pay the price it exacts—hard work, broad vision and constructive planning. Wishful waiting, helpless hoping, will accomplish nothing. Expenditures of money, however large, properly timed, become inevitably an *investment*—made too late or as a result of immature planning are properly chargeable to *expense*. It may be safer to be a historian than a prophet, but real history has been made—will be made—by prophets who have had and have now the courage to make their dreams real through constructive work and mature planning.



MR. NORRELL

The same hand, the same pen that writes the record of transportation, of communication, writes the history of human progress. History proves this. It is but reasonable to expect history to re-



WINGS over DALLAS

By M. J. Norrell

Vice Chairman, Aviation Committee

peat. Transportation is civilization.

In olden times cities grew at the crossroads of caravan routes where people, trade and customs met, blended, fused in the melting pot of a civilization seeking new outlets for its expanding interests. Later water transportation came, developed around harbors nature offered for shipping. That early era of land travel left its abiding imprint upon that day's civilization, supplemented by water traffic, each a complement to the other—both serving to make smaller the man-established boundaries of those early nations. To these two age-old forms of transportation there has lately been added another—air—the last era we can have in transportation. Land, water, air—each offers its facilities to any and all who claim and make use of them.

The much-quoted statement, "the world is a neighborhood," is no longer a

platitude. It's a fact, a fact we should recognize, a fact we will recognize if we are smart. With each step-up of speed in transportation since somebody made the first wheel and somebody else the first tiny boat—to our airplanes of today—our world has become smaller until now it is relatively a thousand miles in circumference as compared with 25,000 miles only fifty years ago. New York and London are an hour closer together by air than El Paso and San Antonio by rail. Distances are destined to grow less as the speed of air-travel is increased, as it is certain to be. Nor does this apply to passenger travel alone—but even more to the transportation of goods of every kind in planes and gliders—freight carriers of the future.

The decade just ahead and each decade thereafter will record the growing im-

(Continued on Page 31)

?? *Businessman's Quiz* ??

The following questions, which are designed to serve as a guide for post-war planning in business, were compiled by "American Business." While every business has its own post-war problems, the five lists presented here may aid the company President, Treasurer, Sales Manager, Advertising Manager and Office Manager in preparing a program.

For the President

1. Have you appointed any one person or a committee to begin post-war planning for your business?
2. Have you determined what products you will make after the war, and begun to ready those products for production and selling?
3. Do you know how long it will require to convert to the manufacture of these products?
4. Have you determined how much this conversion will cost in dollars and cents, in time, in labor force required, in lost sales while conversion is in progress?
5. Do you know the approximate working capital needed to maintain your business during the conversion period?
6. What payrolls will have to be met beginning on the day war work ends and until regular production and shipments are resumed?
7. Have you estimated the probable effect on your community, your own company's future, and on prosperity generally of your releasing a high percentage of your present employees between the end of war production and resumption of full manufacturing schedules on peacetime work?
8. Do you know that your products and services will command the same relative competitive position enjoyed prior to the war?

9. Authoritative estimates place the number of people in the United States two years after Victory at 141,000,000. What effect will this have on your company's sales and production volume?

10. If the above figure is correct, how much sales increase can you plan on from the population increase alone?

11. What percentage of the industry's total production and sales can you count on as your share? What was this percentage in 1941? What is the estimated percentage two years after Victory?

12. Many competent authorities predict a sales and production increase of 20 to 38 per cent in different lines of business. If these estimates are correct, can you finance the necessary expansion to insure your share of this increase?

13. If it becomes customary or standard practice to pay severance wages to present employees when they are released, what will this do to your financial structure?

14. Is your executive staff composed of men competent to manage the business in a peacetime economy, when competition will be keen and even bitter?

15. How many department managers and executives will have to be replaced when war ends, because of changed conditions your business will face?

16. Are you sure that executives in

every department are thinking of and preparing for post-war problems, or are they buried in the details of present production and delivery problems?

17. If the war should end suddenly, would your organization be caught without working plans for conversion to peacetime pursuits?

18. What are your chief competitors preparing to do when the war ends?

19. If your business has been forced to use substitute materials, have you made proper plans to return to traditional materials after the war?

20. What portion of your equipment will be obsolete, worn out, or in bad order at war's end? If this percentage of obsolete or worn-out equipment is high, can you finance necessary replacements?

21. What plans have you considered for financing high wartime overhead costs when you begin peacetime production?

22. What will be the effect of wartime taxes which you must pay the first year after war?

23. Have you begun to calculate the extent of changes in your company's customer structure since 1941, or whatever date you entered war effort, or were no longer able to serve regular customers? How many new customers must you obtain to maintain reasonably full production schedules?

24. What changes in markets, distribution, practices, discounts, terms, and trade customs have occurred since 1941, and how many of these will be continued after the war?

25. There are more than 1,500 new materials which have been developed during the war. How many of these will compete with the materials you use? What will be the effect on your production? Have you made any tests or experiments to determine the advantages of these new materials?

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For the Treasurer

1. Have you attempted to forecast your cash position at the end of the war, on the assumption that the war ends in late 1943? in 1944? in 1945?

2. Assuming the worst, what will be your cash position after probable renegotiation of any government contracts you have completed?

3. Is it possible to estimate in your business the probable demands for financing:

- a. New products, and retooling?
- b. New equipment needed for peacetime manufacturing?
- c. Employment of the sales force necessary to obtain volume required for your plant production?

4. The losses incident to liquidating wartime inventories and the possible demands for peacetime inventories to resume peacetime production and sales may run into large sums. Have you made any preparations for these probable losses and demands?

5. What changes have occurred in the credit positions of your chief customers?

Of your distributors? Of your wholesalers?

6. Will there be any assets in your inventories, stocks of semi-finished goods, or finished goods which can be turned into cash quickly?

7. In many lines of business there is anticipated a vigorous, immediate demand for goods. If your business is in such a line, are you prepared to cash in on these demands and finance production to meet the demands?

8. If conversion to peacetime production will require some time, are you planning the necessary steps to insure working capital for this period?

9. Have you planned the necessary steps to bring about a drastic cut in expenses between the end of war work and the beginning of deliveries for peacetime?

10. Will you need credit from suppliers to enable you to restock, re-equip, and resume peacetime production? Have you worked out plans for obtaining this necessary credit when it is needed? There may be no time to spare.

For the Sales Manager

1. Have you attempted to estimate the possible annual sales volume of your industry after the war?

2. Do you know what percentage of the industry's total volume is your traditional share?

3. Will expanded production facilities require your company to obtain a larger share of the industry's total volume?

4. Reliable estimates place the population, two years after Victory, at 141,000,000 people. On the assumption that this figure is correct, can you estimate the probable effect on your company's sales?

5. If you can estimate sales on this basis how many salesmen will be required to obtain this volume? How many distributors? How many dealers?

6. What percentage of your 1941 sales organization do you expect to rehire at war's end?

7. Assuming that your estimate of the number of salesmen rehired is correct, how many more salesmen will be needed?

8. How much will it cost to re-equip your salesmen with new samples, sales kits, luggage, etc.?

9. How much will it cost to re-equip your salesmen with automobiles, or to help them buy cars?

10. How much retraining, and what plans have you started for retraining salesmen who have been out of business for several years?

11. How many old customers have you lost during the war emergency? How much business should you obtain from them to place your business on a sound footing?

12. What percentage of present business is coming from sources which cannot be depended on to buy from you after the war?

13. What steps have you planned to recapture business lost during the war, because of conditions over which you had no control?

14. What changes in marketing will have occurred by the end of the war? Have you planned to take full advantage of these changes, or to minimize the bad effect of these changes on your business?

15. Are you attempting to obtain accurate estimates of what your customers will demand after the war?

16. If your product comes out in new dress, is made of new materials, or is redesigned, how much extra sales effort will be required to sell it to former customers, present customers, and new customers?

17. Most of your distributors, wholesalers, dealers will be forced to depend almost wholly on new salesmen after the war. What plans have you under way to educate these groups to sell your product?

18. Competent authorities predict employment of 55,000,000 people two years after Victory. This compares with 48,500,000 employed people in 1929. Have you estimated the increase in your sales made possible if these estimates are correct?

19. Several million young men from the armed services will marry soon after the war. Perhaps a million more were married during the war, but had no chance to set up housekeeping. When they settle down to housekeeping, what effect will it have on your company's sales?

20. If the boom anticipated by many competent authorities is realized, sales of all luxury, sporting, and recreation goods will boom, and sales will increase much faster than sales of necessities or subsistence goods. Have you considered the effect of such a condition on your sales potential?

21. Mailing lists have changed more during the war than during ten years of peace. What plans are in work to bring these lists up to date?

22. Certain cities have gained tremendously during the war. If these cities lose this extra population after the war, what will be the effect on your sales?

23. Importance of certain distributing centers has changed in recent years. Does this affect your branch house, sales branch, or sales operation? If so, are you properly informed about these changes?

24. What percentage of your traditional customers have been forced to seek other sources of supply since the war? How big a selling job will be required to recapture their business?

25. Can you estimate the probable pent-up demand for your merchandise which has been building during the war? What effect will this quick demand have on your sales?

26. Studies indicate the need for 900,

(Continued on Next Page)

Businessman's Quiz

(Continued from Preceding Page)

000 to 1,500,000 new homes each year for 10 to 15 years. If these estimates are correct and the new homes are actually built, what will be the effect on your company's sales? Have you studied your sales in relationship to a probable building boom by comparing past sales figures in building boom years with years when building was light?

27. What percentage of the market for your goods will consist of returned soldiers, who have been out of touch with civilian life for several years?

28. Competent authorities estimate the need for steel in post-war years at 90,000,000 tons annually. What will be the effect of this demand, equal to present emergency production on your sales? What will be the direct results to your sales of a prosperous steel industry and prosperous steel-making areas?

29. What businesses to which you once sold have been liquidated as a result of the war? Are you planning to replace these former customers?

30. What changes and improvements

are planned by your competitors in merchandise, products, design, selling methods? Are you informed about these changes?

31. What percentage of new business must you obtain to keep your plant working at its post-war capacity?

32. What plans have you under way to insure your company's appearance on the market with new, improved, changed products?

33. Is your traffic department on its toes to help you take advantage of the improvement in transportation service now being made, and which will be greatly improved and speeded after the war?

34. What plans have you under way to obtain your share of export sales when the world's trade routes are free again?

35. Have you advised your president and treasurer of the possible total budget figure for a year's sales operations one or two years after Victory? Can you defend this budget and "sell" it to the company's top management in time to start when war work ends?

For the Advertising Manager

1. Have you prepared a tentative budget for a year's advertising and sales promotion activities a year or two after Victory?

2. How much advertising and sales promotion would be necessary to obtain a volume of business sufficient to continue wartime employment in your plants?

3. If your departments have been dismantled, how many men will be needed to man your departments properly?

4. What will be the total payroll for a fully manned advertising department? For a fully manned sales promotion department?

5. Have you prepared some kind of tentative plan, listing first things first, to be done as quickly as possible after the war ends?

6. Can you estimate how much time will be required to turn out needed catalogs, price lists, direct mail, dealer helps, window displays, instruction books for peacetime use?

7. Have you maintained close contact with changes in distribution methods, distribution machinery?

8. Assuming that your product has not been advertised properly during the war,

how much extra effort do you estimate necessary to build your brand acceptance up to the point where it was prior to the war?

9. In what areas, depending upon distribution, business conditions, farm conditions, and similar factors, do you consider it best to use advertising and sales promotion effort?

10. Have you planned tentatively the cost and time required to equip salesmen with necessary promotion material, sales presentations, and new equipment needed to do a constructive selling job?

11. Have you tentative plans for the proper use of additional or changed advertising media after the war?

12. How much time would probably elapse before your distribution could be rebuilt to the point where national advertising could be resumed?

13. What information concerning new products and sales plans do you need before you can begin functioning on a peacetime basis?

14. Have you prepared tentative campaign plans for announcing new products?

15. Do you have an estimate of the overall situation with regard to resumption of full advertising and sales efforts?

For the Office Manager

1. Will a resumption of peacetime business change your needs for personnel? If so, how much? What changes will be necessary in the payroll total?

2. Was it necessary to discontinue certain office jobs during the war? If so, when and to what extent should these jobs be resumed after the war?

3. With little equipment purchased since 1941, what new equipment will be needed to operate the office most economically?

4. Have you made lists of people you desire to hold in the organization after the war?

5. What rearrangements of the office equipment and work will be needed when peacetime activities are resumed?

6. Have you decided on a policy of re-employing former employees as they are released from the armed services?

7. What changes in routine will peacetime business bring about?

8. How does the office management job now being done compare with the same job before your company had any war work?

9. If overtime is suddenly abolished, what personnel and equipment changes will be necessary?

10. Have you listed possible savings in overhead costs which you can assist in achieving at war's end?

11. Have you a list of machines which should be the first to be traded in as soon as new machines are available?

12. How much retraining will be necessary to convert back to peacetime office routine?

13. Can you submit a possible office budget necessary to carry on the business substantially as it was in a good year of peacetime business? Can you submit a budget based on a considerable increase in business over your previous best peacetime budget?

14. Should you draw up a list of proposals to show what the office can do to facilitate conversion to peacetime business?

15. What salary adjustments can be made after the war ends, and how can they be administered?

16. You have promised all service men their jobs back when they return from the war. At least you have tentatively promised them their jobs. As the time approaches, do you have any plans for absorbing them into the office with the least possible upset?

FOR POST-WAR DALLAS...THE TRINITY CANAL

By John M. Fouts

General Manager, Trinity Improvement Association

DALLAS can become the hub of the nation's major inland waterway development at the close of the war. From Dallas can move vast tonnage of material, thousands of workers and great masses of construction machinery. All of these and much more will be needed to canalize the Trinity river, build storage lakes and erect locks and water control dams. Canalization of the Trinity river from Fort Worth to the Gulf of Mexico is a live issue. It will be up for consideration in Congress immediately after the war is out of the way.



MR. FOUTS

The Trinity is the first major river watershed in the United States to have its water and soil resources investigated and plans made for the conservation of each of these two valuable natural resources. This coordinated study was made by the U. S. Corps of Engineers, representing the War Department; and the Soil Conservation Service, the Forest

Service, the Bureau of Agricultural Economics, and the Office of Land Use Coordination, all of the U. S. Department of Agriculture. This is the most extensive piece of planning for a single region that has ever been undertaken in the Southwest. The total cost to the United States government for the preparation of these investigations and plans was over \$1,000,000.

The coordinated program of improvement for the entire Trinity watershed, including flood control, soil-water-forest conservation, navigation, reclamation, alleviation of stream pollution, conservation of wild life, and storage of water for municipal, agricultural, industrial and recreational uses, has finally been developed by the experts of the United States government, and favorably reported by them to Congress. These plans, embraced in House Documents Numbers 403 and 708, call for an expenditure on the part of the federal government of approximately \$146,500,000.

Dallas is fortunate in that it is situated in the very heart of this great region in which this vast improvement program will be carried out. The War Department

estimates that the canalization and flood control program on the main stem of the Trinity can be completed in a period of six years, while the Department of Agriculture recommends a 15-year program for its work.

Post-war planning for the City of Dallas must take into consideration especially the navigation phase of this program, for it means that the city will pass to its next stage in city-building, namely, that of industrial. The population of the City of Dallas should double, just as that of the City of Houston following the completion of the Houston Ship Channel. It is believed that the canalization of the Trinity river will affect the future growth and possibilities of industrial Dallas, as well as the entire Southwest, more than all its other post-war projects combined.

All of the great industrial cities of the world have available water transportation, for this form of transportation is the cheapest known to man and there is no form in sight now that can compete with it. Dallas needs all forms of transportation and all are now available except that of water. We can have this if the business and agricultural interests of this area are determined enough to fight it out successfully with Congress. We not only have serious opposition from the Association of American Railroads, but there is great opposition in the old industrialized East, because they know should the Trinity river be improved for practicable navigation, there is nothing in the world that can stop the Southwest from locating great industries on this river and processing our own raw materials in the area where they are found.

Let me remind you that the only thing that holds this great industrial develop-

(Continued on Page 30)

Transportation like this brings lower freight rates, and progress, to the regions it serves. Barges and boats similar to those pictured here will ply the Trinity River after the war, giving a vast area of Texas the benefit of all-water route to ports of the world and to many points in the United States.



POST-WAR DALLAS TO BE GREAT MARKET

By Charles A. Moore
President, Dallas Manufacturers and
Wholesalers' Association

"IN time of peace, prepare for war" is an adage older than the State of Texas itself. Dallas Manufacturers and Wholesalers will profit by the fact that we, as a nation, find ourselves handicapped today for not having carried out this old adage, and we will use every effort during war to prepare for peace. For many years Dallas has been the principal market of the Southwest, constantly growing and extending its influence far beyond purely regional bounds, partly as a result of progressive and aggressive merchandising practices by the men and businesses comprising this organization. Continuation of this development of the Dallas market is assured by the plans which the Dallas Manufacturers and Wholesalers Association has already put into operation; and, therefore, after the war, Dallas will attain full stature as a national market of the first degree.



MR. MOORE

The war, with its shortages and government restrictions, leaves manufacturers and wholesalers with a minimum of civilian goods to sell for the duration. Dallas houses are already oversold, and are prorating their merchandise with a fair distribution to those who have built this market. While striving at the present to supply as much consumer goods as possible, we are planning and preparing for the day of peace, when the American economy will again be based upon civilian demand.

To achieve the great Dallas market that we envision for the post-war period, we will utilize every resource we possess for its development; and renewed thought and effort will be given to market building factors: increased publicity, analysis of post-war civilian demands and buying power, and en-

couragement for new industries to locate in Dallas.

With the goal we have in mind, the publicity we have used in the past, which may have seemed plentiful, must be increased as well as improved for the future. Only by letting an increased number of retail sellers know of our products can we expect to increase our sales.

The immediate demand after return of peace will be the greatest in the history of the United States for consumer goods, at which time every merchant will be able to sell everything he has—whatever he has. But as the backlog begins to dissipate and demand again nears normal, the buying public will want its products to embody the ultimate in newness. People will want the latest improvements, the latest materials, and the latest styles. We must give it to them—a little earlier than our competitors. To accomplish this, we must survey and analyze and anticipate the buying trend in the post-war era.

Let us realize that the larger a market is, the more people it can and does serve. Our market will be large and varied and such a market has prestige which, in turn, means patronage.

In the past year, there has been a tremendous increase in the demand from the merchants of Mexico for Dallas goods. Not only can this demand be maintained, but it can be further increased for the post-war period; and it can be extended to other countries south of the border. We must look further to our foreign trade and seek to enlarge it. While striving to make our market national in scope, we must also realize our opportunities for making it international also. While making it convenient and profitable for Mexican retailers to buy in Dallas, we are also broadening the prospect for increasing our trade with the countries of all Latin America.

Our publicity program, aimed at the

post-war period, has already been launched. On March 24 the first of a series of twelve special sections devoted to the Dallas Market appeared in *Women's Wear Daily*, known as the "Retailers National Newspaper." This was sponsored by the Dallas Fashion and Sportswear Center, a division of the Manufacturers and Wholesalers Association. The first section contained twenty pages of advertising by Dallas concerns and a mass of editorial material, which emphasized the Southwest as a vigorous and progressive area for post-war development with Dallas as its market and business center.

Subsequent special sections will appear in *Women's Wear Daily* on the fourth Wednesday for twelve consecutive months.

Another publicity project which will emphasize Dallas as a national market is a special issue of *Men's Apparel Reporter*, which is now being prepared for release June 1.

During May, we will launch a series of thirteen brief radio announcements as a means of keeping the Dallas market in contact with the retailers of our immediate trade territory. Each of the thirteen programs will be broadcast over each of the fifty-five radio stations in Texas as a substitute for the annual goodwill tour made by the Dallas Manufacturers and Wholesalers. This goodwill tour has been made by Dallas business men for the past forty-one years in order to visit the towns of our trade territory, but no effort will be made to do so this year on the account of wartime travel restrictions. However, we can reach our friends and customers by radio; and consequently, the goodwill tour committee has made arrangements for the series of broadcasts.

We look forward, however, to resuming our annual trade trips, because they have proved to be of much value in contacting customers and calling attention to the Dallas market and to Dallas, as well as all other Dallas activities such as our successful State Fair, Grand Opera and Summer Opera seasons. On the other hand, it is well for us to keep the radio in mind for future use with the thought of using it as a regular medium with an enlarged program.

Let us constantly keep in mind that there is no priority on courtesy. When we, as manufacturers and wholesalers, mention to a merchant that we are oversold, let us say it with a broad smile.

(Continued on Page 29)

POST-WAR DALLAS TO BID FOR WORLD TRADE

By Harold M. Young

American business has rolled up its sleeves to win a war, and without any doubt American business will keep its sleeves rolled up to get its share of international trade when we win the war. America is now on its feet in the prosecution of the war and American business



MR. YOUNG

will be on its feet after the war to return to all markets the products of American factories. Just as American factories have in so short a time converted America's tremendous industrial production to unprecedented goals for armament needs, so will these industries turn to peacetime operations of such magnitude as to rank among the miracles. American ingenuity, backed with American energy and aggressiveness will place back in the shelves of America and other countries plenty of those things that the consumer needs and wants. American industry, determined and unafraid, will reach new heights in peacetime operations and carry out a job along with other countries of the United Nations in again placing within reach of the consumer a great number of items now denied this consumer because of the world conflagration.

The ingenious American spirit now at work with an indomitable spirit to win the war will assert itself anew in providing for the peacetime needs of the world.

Wartime needs have brought about tremendous new developments and many new discoveries which will be converted to peacetime uses almost beyond our comprehension. What might be termed forced development in many fields, new inventions brought on by war needs and increased production facilities, will enable us to place on the markets many products

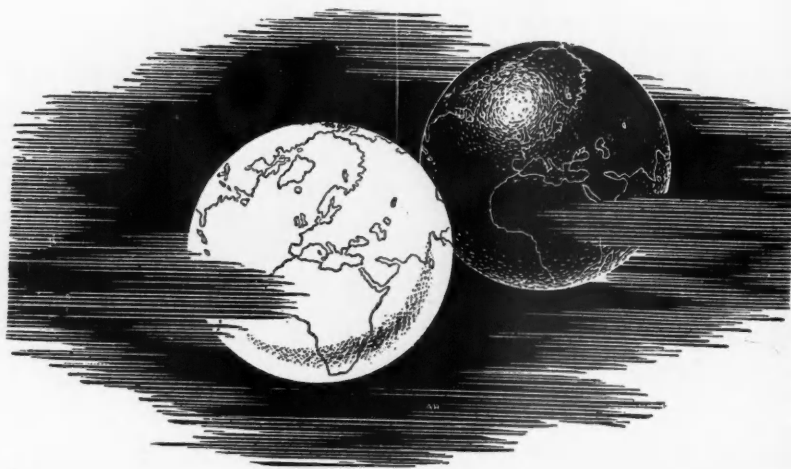
at a price that will allow the many to enjoy their benefits rather than the few. We'll have the products to sell and furthermore we'll sell them. This is no time to be discouraged about conditions after the war. On the other hand, we should all plan now to be a part of this post-war development and be ready for change when the time comes.

Ships that are now being devoted almost exclusively to the transportation of war needs to the many parts of the world will become available for the transportation of the peacetime needs of the world. In all parts of the world at the present time people are doing without some of the things they want. When the war is over these same bottoms will be available to take to other parts of the world those things which will be in demand and bring from those other parts of the world to this country the many items that we will need. The trade must become a two-way flow. To sell to others we must buy from others. We must be ready for this new spirit of trade and develop a spirit of selflessness rather than a spirit of selfishness. Others have a right to enjoy the fruits of the forests, the factories, the mines, the farms of the world, as well as

we. We must not set or permit to be set up man-made barriers to prevent this easy flow of goods throughout all the world. We must not deny to others those things that they deserve if we expect them to grant to us those things that we wish and deserve.

America as a whole stands to benefit tremendously by this great and new exchange of goods among all the nations of the world. We here in the Southwest can certainly expect to have our share in this trade. In this section of the country we have long realized the value of trading with other parts of the world. We have shipped to other parts of the world from our many excellent ports tremendous quantities of cotton, petroleum and petroleum products, sulphur, wheat, both in the grain and processed, and many items other than raw materials, such as cotton ginning machinery, for which item Texas is an important producing center. With the new and increased industrial facilities established in this section of the country to assist in prosecution of the war, we must do our part to see that these industries are properly converted to peacetime industrial production and develop not only our own markets, but the markets beyond our borders. With proper planning we can certainly improve our position in the markets of the other Americas. During recent years this trade has increased considerably—between the Southwest and Mexico in particular. There is no reason why we cannot enter other of the markets in the Western Hemisphere as well. The improved highway facilities into Mexico have been a large contributing factor in the improvement

(Continued on Page 24)



A TIME-PROVED FORMULA FOR RETAIL TRADE

By **Louie N. Bromberg**
President, Dallas Retail Merchants
Association

*"My gran'ther's rule was sajer'n't is to
crow:*

Don't never prophesy—onless ye know."

THE Lowell injunction has been taken to heart in this article, and while at this time doubt, uncertainty, and the unknown surround us on all sides, there are some things we *do* know. Of these some come out of the distant past and some are of the current, and it is only necessary to give attention to them to make a forecast of reasonable acceptance.

What are the things we know? We know, first, that we may forecast one phase of the future of the retail market in Dallas by forecasting the future of the retail market in America, and we know somewhat about that. Recently the United States Chamber of Commerce made a survey of what America's families would buy if the war should end suddenly; 53 per cent of the families believe they would make purchase of one or more major appliances within six months; 2,590,000 families would desire to purchase automobiles to the extent of \$2,331,000,000. Over a million families on the average would buy one or more of devices used in the home: mechanical refrigerators, washing machines, stoves, vacuum cleaners, radios, sewing machines, electric irons, electric kitchen mixers to the total of nearly a billion dollars—and house furnishings and floor coverings to the hundreds of millions of dollars. If the war lasted longer than tomorrow, much more demand would be accumulated through the additional years of denial, wearing out, and obsolescence; and if demand is *now* expressed for such commodities at retail, add to that the needs in apparel and personal articles et cetera of the millions to be returned to civilian



MR. BROMBERG

life at the close of the war, all of which the Dallas retail market will feel the effect of.

Of course, there is no question about post-war retail demand, but what about the opportunity of supplying it? Dallas has been and is recognized as a great retail market from two widely-separated vertical points of view; by the consumer, in search of adequate stocks of the most desirable merchandise to choose from, and by the manufacturer in search of strong, progressive outlets to sell to, so Dallas is sure to have stocks and the need for them.

Thus having the physical setup and equipment to make Dallas a great retail market, what of the other values? The post-war retail market must anticipate continuance of regulation and control, doubtless, less, rather than more control, but not absence of control, because its benefits will win increasing recognition, even in the minds of the retailers themselves. It may be assumed, too, that there may be some relaxation in credit controls, but many Dallas retailers would not want to see a return to the old unbridled credit orgies. Accordingly, Dallas retailers are bearing with good spirit whatever regulation imposes, and they will accept regulation for the future in their interest and in the interest of society; they have learned that a burden well borne is easily borne, and they will have acquired the proper spiritual attitude for post-war retailing.

Finding Dallas to be physically fit and spiritually endowed for post-war demand, let us turn to two practical aspects of preparation for the future.

Any contemplation of the post-war retail market in Dallas cannot avoid taking into consideration the age-old maxim that "trade goes where it is invited, and stays where it is well treated." It is as simple as that. So that, perhaps, better than weighing new plans, one should plan new ways to observe that maxim, and make no postponement of their employment; build good will now for post-war

advantage. No bold innovations are required. Simply continue and add to the things we have done and are doing: make use of the retail excursions into competitive and natural trade areas, employ the columns of our two great newspapers—those messengers of good will that daily go out into a vast trade territory and invite thousands of dollars into Dallas, let our battery of broadcasting stations resound with such invitation. Keep "inviting" and encouraging people to come to Dallas, to come to Dallas for intellectual and cultural opportunities, for art, music, drama, to come to Dallas for entertainment, to come to Dallas to shop, to come to Dallas! Keep "treating them well" when they get here, at the stations, on the streets, in the hotels, in the theaters, in the halls and museums, in the stores. Simply vitalize and implement the good neighbor policy so that it ceases to be policy, and becomes both conduct and behavior, individual and collective.

In addition to the natural nation-wide demand that the Dallas retail market is sure to share in bountifully, and the simple obvious things to be engaged in to increase that share, the one thing not spectacular and not too obvious seemingly, that can add to Dallas as a retail market and as a great social and business center after the war, and after that, forever and a day, is the development of and catering to the agricultural interests of the whole great area lying about Dallas for miles and miles. Here, too, "the best of prophets of the future is the past." For historically, the great growth of Dallas in the first two decades of this century came with the development of the vast areas around Dallas into farms and the development of all agriculture interests in the sections tributary to Dallas, including the creating of a market—it was the time of Dallas' greatest vitality and vigor, and in the following two decades only the "hypodermics" of oil discoveries could compensate for the decline in the contribution from this generous source that has contributed so much to Dallas. Dallas retailers and all Dallas should give much thought and energy and time to the development of agricultural interests throughout the far-reaching trade territory, for fertile farms and successful marketing will "feed" Dallas retail stores with a post-war certainty and permanency; and without the fullest possible effect of this contribution, Dallas cannot achieve its greatest prosperity, no matter how great and strong and fine it may through other means become.

Statistics Chart Dallas' Growth

These statistics are for Dallas, Highland Park and University Park and do not include such towns as Grand Prairie (site of the North American airplane manufacturing plants and the Naval Base), Garland (site of Continental Motors Corporation and Southern Aircraft Corporation), Cockrell Hill, Pleasant Mound and other Dallas County communities.

Population

Greater Dallas (Estimate based on increase in utility meters) 450,000

Dallas County (Estimate based on projection of Greater Dallas' growth) 500,000

School Enrollment

1935	54,367	1939	54,313
1936	54,466	1940	53,701
1937	54,529	1941	53,253
1938	53,959		

Bank Debits

	1942	1943
January	\$ 396,888,000	\$ 421,032,047
February	356,134,000	378,936,000
March	367,002,000	466,029,000
April	360,953,000	
May	374,269,000	
June	370,609,000	
July	388,716,000	
August	395,291,000	
September	421,188,000	
October	469,239,000	
November	418,098,000	
December	508,007,000	
Total	\$4,826,394,000	

Bank Clearings

	1942	1943
January	\$ 376,600,346	\$ 410,975,976
February	341,873,408	362,696,361
March	376,432,770	458,545,832
April	322,261,368	
May	322,113,982	
June	334,248,118	
July	349,684,517	
August	352,280,227	
September	378,751,220	
October	454,362,967	
November	395,513,380	
December	435,220,735	
Total	\$4,439,343,038	

Postal Receipts

	1942	1943
January	\$ 400,610	\$ 420,690
February	373,988	447,624
March	414,790	485,740
April	415,058	
May	376,806	
June	381,894	
July	393,156	
August	384,581	
September	430,476	
October	477,673	
November	419,990	
December	622,451	
Total	\$5,091,473	

Building Permits (Greater Dallas)

	1942	1943
January	\$2,433,784	\$ 160,391
February	904,952	149,604
March	659,894	135,896
April	432,088	
May	293,755	
June	348,774	
July	184,328	
August	206,324	
September	191,851	
October	238,984	
November	389,711	
December	277,171	
Total	\$6,561,616	

Water Connections

	1942	1943
January	83,861	85,702
February	84,148	85,979
March	84,485	85,890
April	84,853	
May	84,995	
June	85,173	
July	85,367	
August	85,457	
September	85,514	
October	85,604	
November	85,717	
December	85,774	

Telephone Connections

	1942	1943
January	109,120	117,844
February	109,484	119,012
March	109,997	120,085
April	110,107	
May	111,369	
June	111,155	
July	111,388	
August	111,766	
September	112,702	
October	113,606	
November	114,625	
December	115,341	

Gas Connections

	1942	1943
January	92,201	94,278
February	92,423	94,397
March	92,646	94,517
April	92,501	
May	92,239	
June	92,442	
July	92,672	
August	92,893	
September	93,200	
October	93,591	
November	93,908	
December	94,149	

Electric Meters

	1942	1943
January	96,250	99,615
February	96,497	99,770
March	96,643	99,887
April	96,764	
May	96,869	
June	97,006	
July	97,470	
August	97,866	
September	98,402	
October	98,736	
November	99,110	
December	99,472	

Defense Bonds and Stamps

	1942	1943
January	\$ 4,622,756.36	\$ 3,453,268.75
February	2,336,124.25	2,536,137.50
March	2,175,976.00	3,548,035.50
April	2,500,000.00	
May	4,027,045.00	
June	3,500,000.00	
July	3,000,000.00	
August	3,000,000.00	
September	3,800,000.00	
October	3,005,711.50	
November	2,750,000.00	
December	4,198,786.75	
Total	\$38,916,399.86	

89 New Business Concerns Locate Here Last Month

RECORDS of the Industrial Department of the Dallas Chamber of Commerce show that eighty-nine new business firms located in Dallas during April, including thirteen manufacturing plants, fourteen wholesalers, twenty-nine retailers, one oil company, and thirty-two classified as miscellaneous. In the number were ten branches of national concerns.

Among the new firms were the following:

Manufacturers

Basic Pharmaceuticals, Inc., 4515 Worth Street. Drug manufacturers.

Dallas Frame Works, 5924 Maple Avenue. Millwork.

Henningsen Fort Worth, Inc., 2421 Main Street. Dried eggs. Home office, New York, N. Y.

Herbie Lee Hat Company, 1108 1/2 Commerce Street. Millinery. Irvnig Goldstrich.

Hoosier Waste Renovating Co., 3301 Oak Lane. Waste materials. Home office, Indianapolis, Ind.

Industrial Machine Shop, 107 South Good Street. S. E. Berry. Machinists.

Industrial X-Ray Laboratories, 820 South Carroll Avenue. G. C. Waldrop. Material testing.

Lone Star Peanut Company, 5349 Maple Avenue. Peanut shellers. Affiliated with Georgia Peanut Co., Moultrie, Ga., and Greenwood Products Co., Greenwood, Fla.

Lone Star Welding & Machine Works, 2112 Second Avenue. J. D. Wilhite. Machinists.

National Geophysical Co., Plant No. 2, 3121 Knox Street. General office, Tower Petroleum Building.

Parts Products Company, 1703 South Lamar Street. Machinists.

Southwest Novelty Company, 1011 West Davis Street. J. Earl Wiley. Novelty.

Southwestern Plastic Company, 2930 Main Street. Plastic products.

Texas Burial Vault Company, 2907 San Jacinto Street. Burial vaults. Affiliated with Macatee, Inc.

Wholesalers

Albert M. Bowles, 3406 Main Street. Manufacturers agent.

Dallas Hospital Equipment Company,

2535 Elm Street. Hospital equipment.

Dam M. Fisher, 1016 Commerce Street. Textiles.

Harris Calorific Sales Company, 2nd Unit, Santa Fe Building. Home office, Cleveland, Ohio.

Metallizing Company of America, Republic Bank Building. Home office, Long Island City, N. Y.

My Cash and Carry Wholesale Co., 4825 Ross Avenue. O. L. Nelms. Tobacco.

Reliable Packing Company, 3324 Elm Street. Harold Bierner. Dog food. Home office, Chicago, Ill.

Rhea Manufacturing Co., 906 Commerce Street. Aprons, house dresses. Dan B. Myer, Representative. Home office, Milwaukee, Wis.

Southern Paint & Varnish Co., 523 South Ervay Street. Paints. J. E. Kitterman.

Southwest Truck Trailer Equipment Co., 820 Eagle Ford Road. Truck equipment.

Steadman Produce Company, 2115 Cadiz Street. Produce.

Timber Connector Supply Company, Burt Building. W. P. Tobin.

United Tool & Supply Co., 2820 Main

Street. Tools.

Western Seismograph Supply Co., 4150 Hyer Avenue. F. B. Burke, representative.

Petroleum

The Harwood Company, 1205 First National Bank Building. Oil producers. Robert A. Wilson, manager. Home office, Los Angeles, Calif.

Miscellaneous

Barnes & Sherrill, Republic National Life Building. Accountants.

Lockheed-Vega Service, Love Field Administration Building. Airplane service. Home office, Burbank, Calif.

Louisiana Public Utilities Co., Inc., Kirby Building. Utilities.

E. V. McCright & Co., Ltd., 801 Young Street. Contractors.

United States Steel Corporation, Mercantile Bank Building. Southwestern district public relations office for United States Steel affiliated companies. J. L. Mortimer, director of public relations.

CARL B. McKINNEY

Dentist

HOURS: 8:00 A. M. to 5:00 P. M.

Closed on Sunday

Location over Palace Theatre

1621 1/2 Elm

C-6327

CALL US IN ON YOUR CASE....

and you be the judge of GAYLORD high quality corrugated boxes. If you need counsel on government specifications, we will acquit you of the details of interpretation.

GAYLORD CONTAINER CORPORATION

DALLAS :: TEXAS

The American Way

(Continued from Page 10)

me to believe that private enterprise can do the job and that it will not be necessary for government to embark on vast spending programs to make work.

Business and management then have a plan for the peace to come. It is an American plan for Americans. It is a plan based

on common sense and the square deal. It is not spun out of fantasy nor threaded together by theory.

It is a plan drawn from experience and grounded on the bed rock of "know-how." It is the result of 150 years of testing in the white-hot crucible of competition—a firing which fused into a sure, single safe and solid block, the things which have made the American way a pattern for a world way of life.

The post-war program of American business is one of confidence and faith. It does not admit that a possible post-war employment problem has us licked before we have even faced it.

There is much to be done, but the immediate problem is not to plan how government can attempt to spend us into jobs and prosperity. It is rather to produce an economic climate in which government, management and labor can cooperate in the national interest—an environment in which private investors will be justified in risking capital in productive enterprise, which alone is the source of jobs and real security. If government does this, the major responsibility will pass to industry. Industry will gladly accept that responsibility.

Let us abandon the defeatism of the economic planners.

Let us approach tomorrow and its problems in the humble but confident spirit that has always inspired Americans in dark days when the pessimists said: "It couldn't be done!"

It was done!

It will be done!

GRAYSON GILL

Architect and Engineer

307 Great National Life Building



GOING PLACES INDUSTRIALLY

The establishment of war material plants in the Southwest has given this area a vision of future actualities. Industrial development in the post-war period in the Southwest will surpass that in any other section. This bank looks eagerly forward to the time when its broad services, long experience and ample resources will help in creating and furthering this greater industrial expansion.

DALLAS NATIONAL BANK

DALLAS, TEXAS

MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION

World Trade

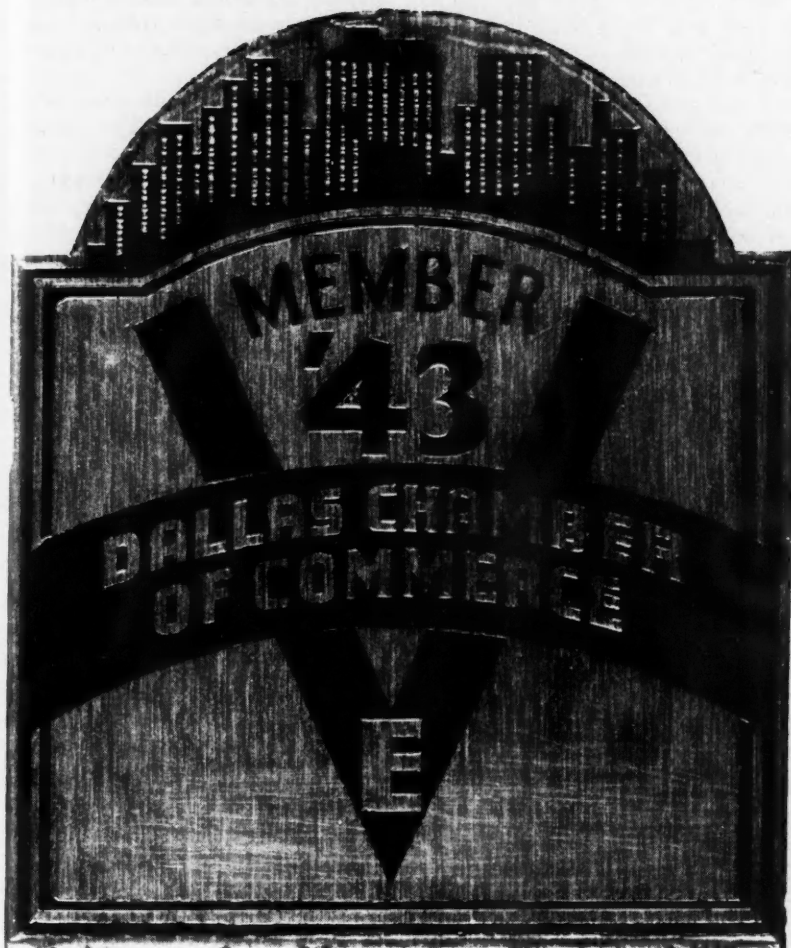
(Continued from Page 20)

of our trade relations with that country. Air transportation has also been developed to further trade and travel between this area and Mexico and other countries in the American group. Military necessity is bringing about much more rapidly than would otherwise be possible the development of highways throughout the Western Hemisphere.

We here in Texas have a challenge before us. We are in effect a port of entry and a port of exit for a great portion of the air travel and highway travel with the other Americas. This, coupled with our excellent water transportation facilities and many harbors in a long coastline, gives to us an opportunity that we must not overlook and of which we must take full advantage. Texans have always been known as a people that do things in a big way. We can and will develop this trade between the Southwest and the other Americas. We must never let it be said that opportunity knocked, but the Texans failed to open the door.

There have been many novel ideas to stimulate the sale of War Bonds and Stamps, but not many to top the one contributed by LeRoy Lipman of Baltimore, Maryland. Mr. Lipman distributed 10,000 25-cent War Stamps together with a War Savings Album. All that he asked in return was the promise that each person accepting a stamp would fill up the book and convert the stamps into a \$25 war bond.

1943 Membership Emblems Distributed by Chamber



Handsome emblems, such as the one reproduced here, have been distributed to the membership of the Dallas Chamber of Commerce, and are to be affixed to membership certificates, according to M. E. Hannon, director of public relations for the Chamber. The emblem identifies the holder as a member in good standing, and its absence from a membership certificate indicates that the concern is not a member or is not in good standing.

Mr. Hannon urged that members of the Chamber of Commerce be certain to affix the emblems to the lower left-hand corner of their membership certificates and that the latter be displayed in a prominent place. He also urged that any member who may have failed to receive such an emblem, to communicate with Mr. Hannon so that one may be provided promptly.

Similar emblems will be presented annually to the membership as a means of identifying those in good standing.

Mr. Hannon requested that all members who are delinquent to bring their memberships into good standing as soon as possible, in order that they can be included in a Membership Directory issue of DALLAS, the monthly magazine of the Dallas Chamber of Commerce, which is planned for the near future.

Home Building

(Continued from Page 13)

Organization on a large scale will undoubtedly be necessary. Perhaps great corporations organized by patriotic citizens, chartered by the State, possessing powers to enable it to replan great sections of the city, may have to be set up. This type of organization might have the power of eminent domain, should be able to issue bonds, plan new sections, and do such things as would enable the city to reclaim and put to useful purposes the bands of blighted property around every large American city of any considerable age. Such organizations should be without profit to anyone and when the bonds are amortized the city itself should be the owner forever of that blighted area which then perhaps reclaimed, replanned, completely improved and beautified will justify the oft quoted statement, "A thing of beauty is a joy forever."

Telephone

C-7111



DALLAS TRANSFER and Terminal Warehouse Co.

(Established 1857)

2nd UNIT, SANTA FE BUILDING
Warehouse, Office and Display Space
Moving—Heavy Hauling—Packing

Agents for:

H. & N. T. Motor Freight Line
Lone Star Package Car Company
Dallas-Fort Worth Motor Freight Lines
Allied Van Lines, Inc.

PHONE C-7111

Store Interiors and
Fixtures, Designed by
Sales Engineers. AT YOUR
SERVICE. NO OBLIGATION

Adleta SHOW CASE &
FIXTURE MANUFACTURING CO.

1907 CEDAR SPRINGS • DALLAS, TEXAS

What Is Profit?

(Continued from Page 8)

in easier ways and with the expenditure of less time—1/10 of which he asks of them as new conditions develop.

His time becomes all his own to use as he sees fit. He does not have to work unless he chooses. His food and shelter and clothing are provided by others. His

mind, however, is ever working and the other ninety-nine are constantly having more time themselves because of the thinking and planning of the hundredth man.

For instance, he notices that one of the ninety-nine makes better shoes than the others. He arranges for him to spend all of his time making shoes, because he can feed him and clothe him and arrange for his shelter from his profits. The other ninety-eight do not now have to make their own shoes. They are charged in their production for 1/10 of the time that they save from obtaining shoes that are made by the ninety-ninth man. This ninety-ninth man also is able to receive a greater return in the saving of his time because some of the time that is paid by each of the ninety-eight is allowed to him by the hundredth man. Then, another individual is seen by the hundredth man to be making better clothes than any of the others. It is then arranged that his time shall be given entirely to the making of clothes for the others, against a similar charge.

As the days go on, due to the foresight of the hundredth man, a division of labor is being accomplished that results in more and more of those in the community doing the things for which they are best fitted. In carrying this out, everyone in the community is having a greater

amount of time at his disposal. As they see what is happening around them, each becomes interested, except the most dull, in what others are doing and wonders how he can better his own position in the community. The final result is that each begins to find his proper place and growing intelligence is evidenced throughout the community.

Before long, it is noticed that where some do wrong, it affects others seriously and that when mistakes are made, there is the same effect. Many wrongs are found to develop without wrong intent but because different members of the community take ways of increasing the comfort of their positions that prove to be harmful to others.

Then it is decided to create a government. Enough time has been saved through the improvements in methods of living that have come about so that two or three men can be taken away from work they have been doing to provide themselves with food. These few in the community who seem to be best fitted for the purpose are then requested to act as a government, draw up rules and regulations that the others can follow that will not handicap their freedom, but that will protect the rights of all.

Now suppose when the hundredth man had completed his trough down the mountain and he said to the other ninety-nine, "If you will give me what it takes you ten minutes to produce, I will let you get your water in my basin," they had turned on him and said, "We are ninety and nine, you are only one. We will take what water we want. You cannot prevent us and we will give you nothing of our time." What would have happened then? The incentive of the most curious mind to follow his thoughts and build upon them would have been gone. He would have seen that he could gain nothing to solve the problems that came to his mind. Neither would he have the time to work out such problems if he had to use his every waking hour in providing for his living. There could have been no advancement in the community. The same stupidity that first existed would have remained. Life would have been a drudge to every man, with no opportunity to do more than work all day just to enable him to live.

But, we will say the ninety and nine did not prevent the hundredth man from going on with his thinking and the community prospered.

Now we will suppose that instead of there being one hundred men, there were

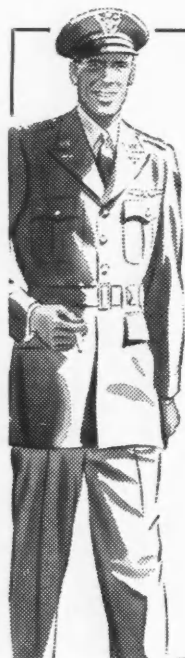
(Continued on Next Page)

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MAIN AT FIELD

What Is Profit?

(Continued from Preceding Page)

one hundred families. As the children grew up, it was realized that they should be better fitted for their adult life through obtaining greater knowledge of things about them. There was sufficient production so that it was possible to take others away from the work of providing for themselves and give them sufficient produce from those who were working so that they could be spared to teach the growing children.

As time went on and intelligence grew, the beauties of nature became more apparent. There were those who tried to fix the scenery and the interesting things about them in drawings and in pictures, and art was born. From the sounds heard in nature's studio and among the voices of the people, music was developed. There was opportunity for those who were ahead in the understanding of art and music to spend all of their time upon them, giving of their work in return for a portion of the production of those who were still producing necessities.

As the community grew in numbers and as the developments continued, each member of the community became more and more dependent upon the things that were carried out by others. Each was giving something from his accomplishments to obtain the things that he might require for his own living. Unless envy and jealousy and bad thinking intervened to demand restriction of honest enterprisers who benefitted all, progress would be constant. Or, if such restrictions as were created to prevent abuses of enterprisers or others through laws and regulations that were so contrived as to injure honest enterprise, the same destructive effect would arise as if envy and jealousy were the ruling forces.

Need we say more to prove that profit from enterprise can be made to pay those who strive for it without anything from others, and that such enterprise adds something to the ease of living of everyone else affected?

These principles are as active in a great nation such as that of the United States as in an isolated community. Laws that have to do with taxation, labor, business controls and other matters that kill incentive and cripple the honest enterpriser hold back progress and reduce the standard of living. Legislative controls should aim to protect the people against wrong doing on the part of those in every walk of life, but they should not be of a character that curtails the freedom that should prevail where there is good citi-

zenship. True profit is not something to be feared, because it works to the benefit of all.

Why, even in barter, both persons to the transaction can make a profit. Each in effect exchanges what he gives for what he receives because it is easier for him to obtain what he gives than what he receives; or to put it another way, he can make what he exchanges directly or indirectly through the expenditure of less time than it would take him to make or obtain directly or indirectly the thing that he takes in its place. Each person, therefore, in carrying out barter, would have a profit represented in the time saved him through the making of the exchange. Of course, the element of greater desire for the thing received than the thing given would play a part in completing the barter. But even then, if the thing desired could be more simply obtained in some other way than through the giving of the thing exchanged, there would be no barter. In the end, therefore, the barter would represent a saving of time which is after all profit in its primary sense.

Finally, we must not ignore the fact that evolution is going on constantly in our great world. It was evolution that changed the hundred men who in the beginning worked unintelligently day after day to obtain their means of living. It first showed its movement in the idea of

the hundredth man who built a trough, and it finally reached broadly throughout the community. It must never be forgotten that until evolution has proceeded from any current point, so that greater understanding of methods and processes of producing and living are in evidence, it is unfair to criticize and hold on to scorn or condemnation those who proceeded in the old way before the new way was known. They might have moved forward just as much from what was evident when they started their work as those who made use of new methods that were discovered later.

We must endeavor to build up ourselves, rather than to tear down what others may have built. We must be fair to other men, or the world cannot be fair to us.

Sincerely,
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Swords Into Plowshares

(Continued from Page 17)

thoughts on this subject for whatever they may be worth.

1. Returning to normal operating hours will of course help us to utilize our enormous reservoir of new machinery. Most of this war machinery—especially the very expensive machinery—is now being operated twenty-four hours a day, and often seven days a week. When we put this machinery on a normal work week of one shift per day and six days

per week, the reconversion problem will be greatly simplified. Incidentally, the useful life of this machinery will be greatly prolonged.

2. It might be wise for the Army and Navy to maintain, during times of peace, a skeletonized organization of private war-material producers scattered throughout the country, giving each of these producers just enough war material business to keep them in training and up to the minute as to methods and procedure. Many of us feel that never again should this country be so completely unprepared for war as Pearl Harbor found us in 1941, and many of us feel that the best assurance of peace is proper preparedness for war. Under the plan suggested, if and when an emergency should arise, the skeletonized organization of private manufacturers could be expanded almost overnight into an effective and smooth-running war production unit. Thus much precious time would be saved, and perhaps many American lives.

3. After the war there probably will be a period of tremendous demand for certain commodities now frozen or rationed: houses, automobiles, radios, domestic appliances, office equipment, etc. This pent-up demand, when released, will make work for lots of our wartime machinery.

4. On top of all this, we should use our new mechanical facilities to manufacture entirely new peacetime products. We should carry over into the peacetime economy the "know-how" we have acquired during the war and should invent and produce new devices to make men's work more effective and his leisure more enjoyable.

5. It is to be hoped that new foreign markets will be developed for the peacetime products of our wartime machinery. This would not only serve to utilize excess machinery but would also help to improve standards of living in foreign countries, and thus help to remove the envy and dislike that many foreign people now entertain for America and Americans. However, this problem of foreign trade is one for our statesmen—may they do a good job of dealing with it.

6. After the war, Texas industry should be able to produce to good advantage for Texas consumption many of the commodities now coming to us from a thousand miles away. Here is a good opportunity for the excess production facilities in our Southwestern factories, for the large force of men and women who have been newly trained in factory work, and for the new engineering skill and knowledge that have come to our technical men during the war. These facilities, this training and this new knowledge should be devoted after the war to making Texas and the Southwest more nearly self-sufficient from a manufacturing standpoint.

Two years ago, hardly anyone in the North or East dreamed that any industrial product of merit could come out of Texas. They thought of us as farmers and cowpunchers, not as manufacturers. But the war has opened their eyes—and ours, too. War products of importance, precision and complexity have come from "deep in the heart of Texas." We here in Texas have found that we can do what folks in other sections can do if we want to do it badly enough. When peace comes, let's produce more things for Texas in Texas.

Undoubtedly there are innumerable problems and headaches awaiting industry after the war. But let us hope that industry, especially industry in the Southwest, will have the courage, the faith and the enterprise to face these challenges and to solve them. We have learned much during the war; we should be able to use this knowledge to good advantage after the war.



Someday...

in the not too distant future, we hope, the wheels of industry will once again be turned to peacetime production. Today a great portion of our electric power is going to Dallas' war industries... making the machines of war... the tools of destruction.

But when the roar of the bombs has ceased, it will be that same dependable, economical electric power that is doing today so much toward speeding our day of peace that will help in the reconstruction of our nation... Electricity, a great power in time of war... and in time of peace.

DALLAS POWER & LIGHT COMPANY

Dallas Market

(Continued from Page 19)

Let us remember the post-war days when we will seek business from each and all merchants in the Southwest, as well as all other territories. Let us continue, as we have done in the past, to emphasize the Dallas market as a friendly and hospitable market.

City of Dallas

(Continued from Page 12)

and its ability to pay for desired improvements.

The number one Dallas post-war project is naturally the construction of Central Boulevard. This particular project will serve more sections of Dallas than any other one project. It is also one of the oldest projects ever proposed for Dallas. Proposed plans envision a splendid tree-lined boulevard with grade separations at important crossings and every known engineering device to make driving along its spacious course safe as well as pleasing and comfortable.

The extension of Clarendon Drive from Ewing Avenue eastward to a connection with the Corinth Street viaduct is probably the number two project in this plan because of the importance of this project to Oak Cliff and the elimination of traffic congestion of a number of Oak Cliff streets that will result from the improvement. Other sections of Clarendon Drive will then have to be widened, paved, storm sewered, and planted with ornamental shade trees so that it will in reality become a distinctive boulevard and not just another street. The tree planting is not altogether for looks or for the resulting shade, but more especially for the purpose of maintaining property values at a reasonable level and preventing any possible deterioration in properties along-side.

An additional factor in this process of property stabilization is the revision of the zoning regulations to fit the proposed boulevard conditions.

Another project is the extension of Washington Avenue to Fair Park and along the east side of Fair Park to Pennsylvania Avenue and its connections with Lemmon Avenue and Second Avenue. Certain narrow sections of Washington Avenue will have to be widened, as it is the city's desire to have a continuous pavement width of at least fifty-six feet the entire length of the avenue.

But there are entirely too many projects to list and there are many other improvements needed to make Dallas a better city in which to live and work.

There are many slum areas to be replaced with good homes and apartments which will be close enough to the business area for the occupants to walk to and from their work; there are new airports to build to care for passenger, express, mail and freight transport; there are miles of sanitary sewers and storm sewers to build; there is a public market, an auditorium and a southwestern medical center to build. Dallas needs many miles of durable street paving, and extensions to our water system. Then there are combined school and park sites to be obtained and new buildings to build.

The cost of this post-war program will be large, but by arranging the details so that a certain portion can be built each year the cost will not be burdensome. Then there is also the possibility that the federal government may contribute funds to prevent unemployment. But Dallas will not be eligible for these funds unless complete plans and specifications are prepared in advance. It will be too late to plan when Washington announces that funds are available. Plans must be made now and if we expect to care for a large amount of unemployment then Dallas must have a variety of plans ready. The blueprints must be made and the specifications must be ready to hand to the contractor. This is the Dallas post-war plan and Dallas will be ready.

James K. Wilson Formally Opens Military Store

THE formal opening of the James K. Wilson Military Store at Main and Field Streets, which adjoins the James K. Wilson Clothing Company Store, took place April 12. The store's manager is Harry R. Wilbur, with W. Wayne Wadley acting as assistant manager. The company



MR. WILSON

has a permit as an authorized agent of the Army Exchange Service for the sale of regulation uniforms. In addition the store will handle Hart, Schaffner & Marx and other well-known brands of Army wares. The store has modern fix-

tures, fluorescent lighting and generous show window space. Opening of the military store comes with the twenty-seventh anniversary of the James K. Wilson Clothing Store, which opened for business in Dallas April 1, 1916.

OLD FRIENDS ARE BEST...

That's why, during this period of wartime hustle and bustle, we are striving to give our old friends and customers the same high standard of service they have been accustomed to receiving. It's not that we don't want new friends — it's just that we appreciate those we've made in the past.

✱

Robert Wilmans

PRINTING AND LITHOGRAPHING

1013 Elm Street

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The Trinity Canal

(Continued from Page 181.)

ment back is the lack of water transportation.

The U. S. Engineers recommend that the Trinity be improved, with a project depth of nine feet, 200 feet wide in Galveston Bay and 150 feet wide in the river section from Anahuac to Fort Worth. These dimensions are the same as the Mississippi-Ohio river waterways systems; therefore, the same size and type barges can ply the Trinity canal as the Mississippi, Ohio and other great canalized rivers of the north and east. In the river sections, cut-offs aggregating 110 miles will be provided. This shortens the route from the coast to Fort Worth by 173 miles. The total lift will be 496 feet and will be overcome by twenty-six navigation locks, 75 feet by 400 feet. Ample water requirements for the navigation project will be obtained from the natural flow of the river and from the head-water storage, which will consist of nine large storage reservoirs on the upper tributaries above Fort Worth and Dallas. The Trinity Canal will tie into the great inland waterways system of the Nation in Galveston Bay with the Houston Ship Channel. Thus it can be readily seen that barges loaded at Dallas, carried down the river to Houston Ship Channel, and from the Houston Ship Channel to the Intra-coastal Canal, which is already constructed from Corpus Christi, Texas, to Panama City, Florida. At New Orleans barges can go up the Mississippi river and finally dock at any of the great inland ports of our nation. Likewise, we can receive goods from any of the great interior markets of our country at low



This map shows the area which would be benefitted by canalization of the Trinity River, and also shows how the Trinity Canal would be linked, upon its completion, with the major waterways of the nation.

freight rates by this all-water route. We can reach all the great ports of the Pacific or the Atlantic by barging our materials to either Houston, Galveston, Port Arthur, Texas City or Beaumont, and there transferring them to a sea-faring vessel, again giving us the benefits of a low-cost all-water route.

By improving the Trinity river for navigation, the great natural resources of this area will be quickly developed. Most

of these resources at the present time lie dormant because of the high transportation costs of moving them. Especially do I mention sulphur, iron ore, lignite, coal, fuller's earth, lumber, construction stone, sand, gravel and shell. Petroleum and natural gas are only partially developed. These natural resources will not only be developed, but they will be processed and at points along the Trinity river. Therefore, Dallas should receive her share of this enormous development that will follow the improvement of the Trinity river.

The Rivers and Harbors Committee of Congress is made up of twenty-five of the finest congressmen we have. In their favorable report on the Trinity last year they conclude their statement with this paragraph:

"This waterway would develop the major cities along the river, permit the development of the natural resources in the Valley, provide an outlet for the products of West Texas, the Panhandle, and Oklahoma, and serve to maintain low freight rates throughout the Southwest region."

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Wings Over Dallas

(Continued from Page 14)

portance of air travel, of air transportation of goods and merchandise. No one can comprehend today what this new era holds in possibilities. Even if we turn our imaginations riot in our attempt to grasp its immensity, the plans we make for aviation will be too small. Any plans we make today will not be big enough for tomorrow—but to make no plans is slow suicide.

The great harbors, the great ports of tomorrow will be air-harbors—airports—man planned, man built. The present war has pushed ahead probably fifty years the latent potentialities of air travel, of air transportation. The opportunities they present have simply come sooner—opportunities that can be made into realities by those able to look ahead, ready to back their judgment with necessary expenditure of money. Imagination must be the architect to blueprint the job to be done. Courage must actuate those who translate these blueprints into brick, into steel and into stone. Men of other decades built their lives into Dallas. Trustees of these traditions, we must be willing to do the same today.

Dallas needs additional airports—several of them. One master field for both passenger and freight service should be promptly acquired, as near the city as can be found, where a close relationship can be had with highway and rail facilities—a field of from 3,500 to 5,000 acres. Other fields would be much smaller and adapted to particular needs. This base field would lend itself to a complete development that would make of it a national and an international center.

The really great air centers will be relatively few and their location will be fairly well determined even before the war is over. A city that fails to be ready for this new era will have no time to get ready after hostilities have ceased. Thousands of planes and pilots will be ready to take up their tasks of peace—lines will be projected all over the world. Dallas is a logical, a natural meeting place for plane routes north and south, east and west, national and international. Will we be ready?

The air is our ocean. So, it is for every town, every city, everywhere. It is not a matter of ownership, but of use. The air belongs to those who use it. The planes are here now; bigger and better planes will be here tomorrow. If we are to make use of these it means one thing—provision must be made *now* for adequate

ground facilities—not puny, restricted ports, but as near comparable as can be with the possibilities air transportation holds.

A million dollars spent properly during the next five years will have a greater value, will buy more than ten million dollars will during the subsequent five years. These international air centers will be established, built, sooner than we think. The city possessed with the advantage of a logical location, with daring enough, foresight enough, courage enough to accept its opportunity will acquire for itself an insurance policy for its future. Transportation—passenger and freight, modern, speedy, dependable—is the absolute necessity for, the *open sesame* to, a splendid future.

Today is ours—tomorrow may be if we plan it so. Now is no time to make petty plans. Our horizon, our perspective, must embrace a world in its outreach. To wait for or to expect others to do for us what we can do for ourselves is cowardly. The time to act is *now*. Highways, railways, airways, all need our study, our interest, our support. Already the air is filled with planes—most of them now bent upon missions of war. Tomorrow the air will be filled with planes bent upon missions of peace, of commerce, of international trade. It's no time to build fences. Build bridges. If we find ourselves in a "no-man's-land" of doubt, of fear, of inaction, let's go back along the trail we've come to renew our faith, to reacquire the spirit of those pioneers who in other days laughed at danger, who welcomed sacrifices as they wrought even better than

they knew when they laid our foundations deep and broad.

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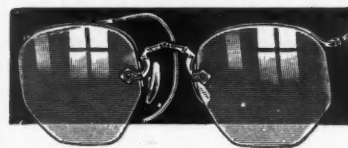
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Fifth Freedom

(Continued from Page 7)

and businessmen generally on such subjects as taxation and monetary policy, government spending, continuation of lend-lease, monopolistic practices in government and in business, use of government-owned war plants, and other factors which will affect employment and productivity. All long range policies of the relationship between the government and business, and in particular those problems growing out of the war, itself, and the transition of business to a peacetime basis, will be analytically studied by experts, and upon approval by businessmen who are leaders in this movement, then made available.

AN INDUSTRIAL ADVISORY BOARD, of which Mr. David Prince, vice president of General Electric Company, is chairman. Engineering and scientific studies, which are being pursued by the largest corporations of America for their own accounts, will be urged upon small businesses; problems relating to new materials, new products, and new plans for marketing, will be studied, and suggestions will be formulated, merely as a starting point for each individual business enterprise to think about its own post-war problems.

With these three divisions organized on a national basis, it is planned that in each community where a Committee for Economic Development is organized, there shall be set up as a part of this program, three sub-committees:

ON ACTION, which will attempt to persuade each local industrial plant to name an official through whom the post-war planning of that plant will center, and through such individuals to obtain data on employment at this time and as planned immediately upon conclusion of the war, and to the extent feasible, by months thereafter; data also being accumulated concerning the problems of that industry in post-war planning. Of course, disclosure of confidential information and programs of individual companies is not to be solicited, but merely general conclusions which will help in the solution of general community-wide problems and through them problems that become regional or national in scope.

ON RESEARCH, which will assemble and analyze the data obtained and will, if found feasible, hold clinics to discuss data furnished by the National Research Division, and the application of such data to local problems.

ON SMALL INDUSTRIES, which will

(Continued on Next Page)

WASHINGTON

By DALE MILLER

Representative of the Dallas
Chamber of Commerce in the
Nation's Capital

The Complexity of Peace

IT is a curious fact that the mind of man can grapple more effectively with the exigencies of war than with the problems of peace. This is because the aim of war is destruction, while the purpose of peace is the enrichment of human progress. It is easier to destroy than to build, and war is simpler than peace for the very practical reason that death is a simple thing, while life is exceedingly complex. We can employ more easily the guns, the tanks, the planes and other material of war than we can the trade balances, the tariff schedules, the international rates of exchange, and other commercial and financial instruments of a world at peace.

This is an allegorical approach to a prediction that the problems of peace are going to prove much more difficult than the problems of war. Almost since the war began many government agencies have had departments set up to study post-war problems in both the national and international fields, and recently the Congress, through various committees, has devoted some thought and considerable oratory to the post-war world. But despite all the words written and spoken on this subject during the past many months, there have been few parallels in our political history of a nation so perplexed and so irresolute as our own is today—that is, if Washington is any criterion of American thought.

The controversy over extension of the reciprocal trade agreements, which is being waged here in Washington at this writing, might have been a page lifted from the Wilsonian era—but something new has been added. That "something new" is the technological progress of our world since that time, a progress in transportation and communication which has drawn the world inexorably into the confines of a neighborhood. In a world in which giant airships will fly even without pilots there is no place for isolation.

In this practical sense our differences of opinion today are unlike the isolationism-internationalism controversy which

followed the first World War. We have our isolationists today, but the human ostriches of twenty years ago would look ridiculous now. Much of the isolationism evident in Washington today is based not on an opposition to internationalism, but on a suspicion of how a New Deal administration would practice internationalism. The world after the war will be not dissimilar, in the economic sense, to our own country in the depths of depression ten years ago. America was a waiting oyster for New Deal experiments, and many a hardy soul in Washington today shudders at the prospect of an impoverished post-war world becoming the larger and more appetizing oyster for New Deal bureaucracy.

While much of the bickering in Washington over post-war policies may seem petty when confined to superficial aspects of the larger problem, the basic issue involved is of the most vital importance. It is not whether America shall bear its proportionate burden in the rehabilitation of the world; it is rather the manner in which our obligation shall be discharged. As the strongest nation in the world, we shall have to lend a hand to the weaker, just as our own government ten years ago, whether New Deal or not, would have had to lend a hand to its stricken people. But there is a difference between helping and patronizing, between encouraging and subsidizing, and between freeing and binding. A realistic internationalism would unfetter the economic as well as the political bonds of humanity, and the New Deal record at home is a poor augury of a commendable performance in the post-war world.

If it seems, therefore, that Washington politicians are quibbling over party politics to an inordinate degree during the war, it is well to remember that a basic political philosophy is at stake, a political philosophy which can shape the destiny of our world. It is well to remember, also, that it is not remote from the average citizen. Involved in it are such practical every-day matters as how long the Dallas housewife must yield precious coupons for food, and how long the Dallas businessman must struggle with government questionnaires and bureaucratic restraints. For the extension of the New Deal philosophy throughout the world would undoubtedly mean continued rationing, high taxes, and government regulation of the economic pursuits of the people. They are the inevitable and inglorious handmaidens of the more abundant life.

24 Concerns Join Chamber During Month

Twenty-four business concerns and individuals have become new members of the Dallas Chamber of Commerce during the past month, J. M. Penland, membership chairman, has announced. Following are listed the new members, their addresses, membership representatives and types of business:

Harry Kahn Plumbing Co., Inc., 517 S. Ervay Street; Harry Kahn. Plumbing. Vivrett & Vivrett, 909 Southland Life Annex; W. N. Vivrett. General contractors.

S. J. Churchill, 314 Construction Building. General contractor.

B. & B. Fashions, 1015 Jackson St.; Gertrude Downey. Dress Manufacturers.

The Best Foods, Inc., 1917 N. Houston Street; J. W. Gerlich. Foods.

Drobnies Hats, 1006½ Commerce Street; A Drobnies. Wholesale millinery.

Fraser Brick Company, 1505 Federal Street; D. M. Martin, Vice-President. Structural clay products.

Asa E. Hunt, 5219 Miller Street. Manufacturer's Agent.

Kobe Inc., 1414 Gulf States Building; Ross J. Lyons, Manager. Oil field equipment.

J. C. Penny Company, 5415 East Grand; Clarence E. Beatty, Manager. Department store.

Pinkerton's National Detective Agency; 512 Texas Bank Building; T. A. Holland, Superintendent. Detective agencies.

Real Juice Company, 2201 Leonard Street; Nolan Glazer. Beverages.

Universal Laboratories, 321 N. Bishop Street; Elwood J. Goodier. Manufacturers of drugs, medicines, cosmetics.

Apex Chemical Company, 1711 Griffin Street; Isador Kaplan. Janitor supplies.

Bernstein Millinery Company, 915½ Main Street; Mitchell Bernstein. Wholesale millinery.

E. R. Boyd & Company, 823 Republic Bank Building; E. R. Boyd. Accountants.

Hannay Brothers, 1407 Cotton Exchange Building; Robert Hannay. Cotton merchants.

Historical Publishing Company, 1412 Gulf States Building; John T. Johnson. Publishers.

Inge Construction Co., Inc., 2326 N. Buckley Avenue; H. P. Inge. Builders.

J. N. McCammon, 1218 Allen Building; J. N. McCammon. Architect.

Organization Associates, 1339 Liberty Bank Building; Alex Mickle. Publishers.

R. F. Pool Manufacturing Company, 104 N. Washington Street; R. F. Pool, Jr. Manufacturers of clothes.

Everett V. Welch, 307 Construction Building. Architect.

Shredded Steel Company, 321 Construction Building; George W. Howard. Manufacturers of precipitation iron.

Fifth Freedom

(Continued from Preceding Page)

organize an effort to find ways and means to help and encourage manufacturers who do not have resources to employ specialists; data furnished by the National Industrial Advisory Board will be made available through this committee to individual manufacturers in the community; problems differing locally will be analyzed and practical suggestions sought for solution of such problems. Later, problems of other businessmen than manufacturers will be considered also.

The national Committee for Economic Development has promoted thorough organization of local activity in two or three cities in America deemed to be typical; for example, the work in Peoria, Ill., has been carried forward to a high state of development. In that community, which had 18,000 industrial employees before the war and now has 30,000 industrial employees, post-war plans have been formulated by the industries there, contemplating the employment, immediately after conclusion of the war, of approximately 29,000 employees. No specific program of that character has yet been undertaken in Dallas, but the Dallas Committee for Economic Development, when formed, will, it is hoped, find itself able to formulate a definite program with the assistance of Dallas employers generally.

That the Dallas Chamber of Commerce, interested as it has been over a period of many months in post-war problems generally, will aid and cooperate most effectively in this work, is of course assured. Dallas has achieved its stature and position among the cities of the Southwest, not through natural advantages or lucky accidents, but because men of Dallas through many decades have planned and worked to achieve such a result. Dallas is built upon unselfish service of thousands of men, given year after year, and will prosper only as it receives

such service, as well planned and as thoroughly coordinated in the years ahead. In post-war planning, as in planning for periods of development in the past, Dallas is dependent upon the zeal, enthusiasm and ability of its citizenship. Of course it will receive the benefit of such effort in actions to solve the problems of business referred to in the plans being formulated by the Committee for Economic Development. When, by the conclusion of the war, the roll of American cities is called and the report as to each makes clear the part its businessmen have had in the promotion of the cause of private enterprise, it is to be expected that the report for Dallas will be one of which its businessmen and its citizenship will be proud.

Mr. Merchant...

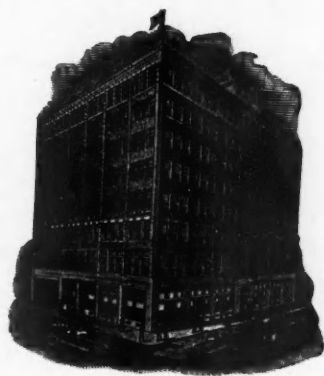
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